



STELLENBOSCH

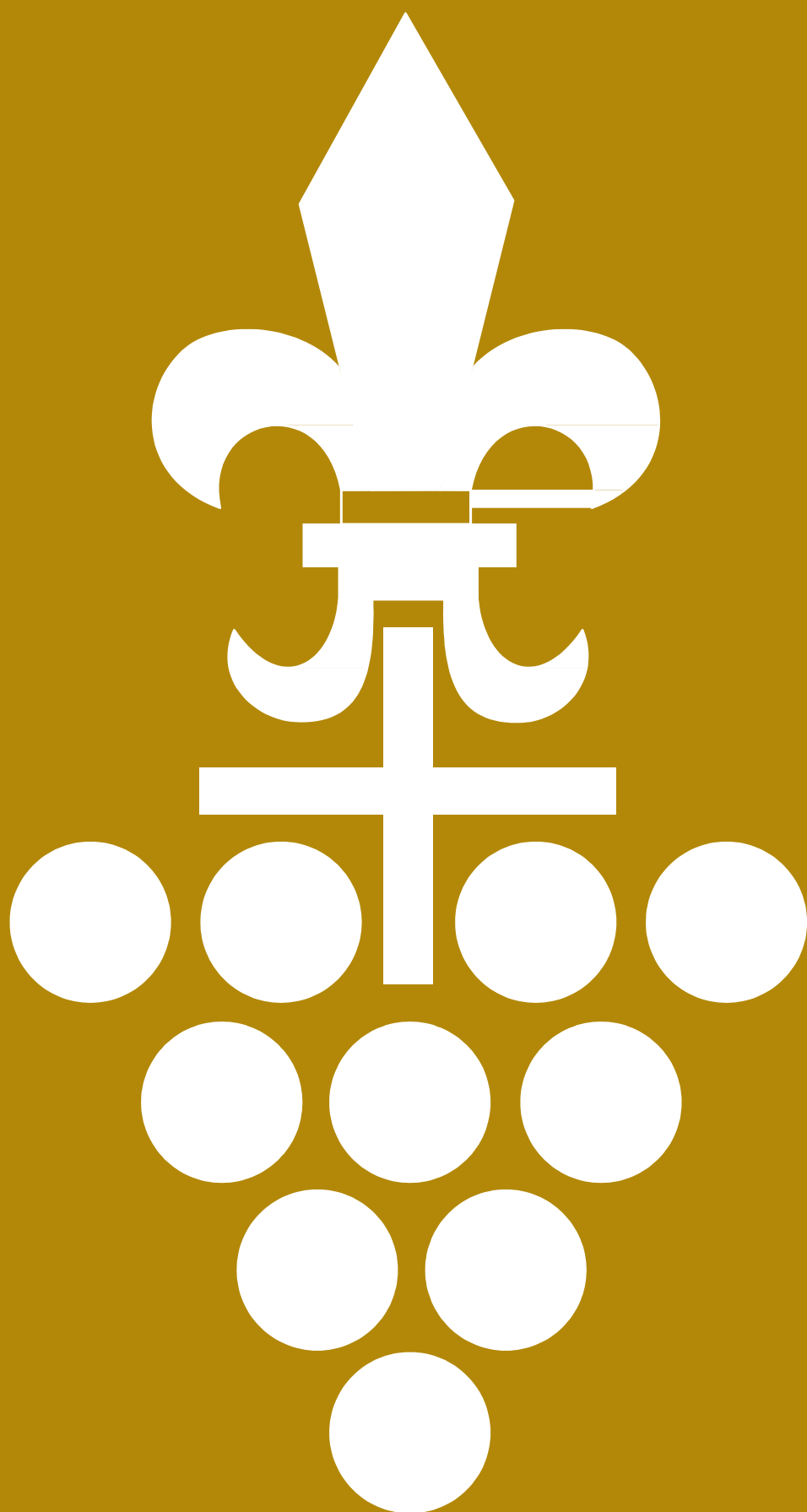
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

INNOVATION CAPITAL
ISIXEKO ESIZA NENGUQU
INNOVASIESTAD

DRAFT FOURTH GENERATION INTEGRATED DEVELOPMENT PLAN (2017- 2022)

Compiled in terms of the Local Government: Municipal Systems Act, 2000
(Act 32 of 2000)



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FOREWORD BY THE EXECUTIVE MAYOR



Following the Local Government Elections of 2016, we are starting on the fourth generation Integrated Development Plan (IDP), which will enable Stellenbosch Municipality to continuously plan ahead and deliver services over the next five years. The purpose of the IDP is to create a framework within which the municipality will fulfil its mandate and

apply its budget. It allows us to do short, medium and long term planning for our entire municipal area, and link these plans to projects implemented by the district, provincial and national governments. This is essentially the planning of our business plan for the next year.

We face similar challenges as the metro municipalities in South Africa. Improved service delivery and better opportunities in the Western Cape have created a situation where our towns experience unexpected population growth, putting pressure on our resources, but also creating new opportunities. To meet these challenges head on, and continue and improve on levels of service delivery, we have to take an integrated approach to development planning. To do this successfully we need the input from our residents to ensure we meet their needs within our prescribed mandate.

I am very aware of the concerns and issues residents have brought to my attention during my first semester in office. Safety and security remains one of the major challenges, threatening the livelihoods as well as lives and well-being of all our residents. As a municipality, our mandate is limited to enforcing municipal by-laws. We work hard to reduce the opportunity for crime by delivering basic services. We focus on reducing crime by making sure all street lights are in working order, addressing problem buildings where criminals could establish a base of operations, supporting neighbourhood watches and presenting community concerns to provincial and national government level.

Entrepreneurship is key for ensuring economic independence. It is therefore important that we create an environment that is conducive to entrepreneurship. This includes delivering excellent basic services, making sure we have sufficient bulk infrastructure to support new business and residential development. We must maintain good relationships with our business community so that we are aware of their needs and what can be done from a local government stand point to address it.

As the population of Stellenbosch continues to grow, there is increased pressure on bulk infrastructure. Aging infrastructure also presents a challenge and we have to work on short, medium and long term plans to maintain, update or replace it. We have extensive plans to improve our electricity network, water supply and capacity, our

wastewater treatment plants and the road network. One of the largest projects is the Stellenbosch Waste Water Treatment Works of R236 million. The municipality is also constantly looking at ways to provide and improve existing ways to supply water to our residents. The water pipeline to the town of Jamestown is in construction and our long term plans include building reservoirs in Cloetesville and the Dwars River Valley.

A clean and healthy environment is part of our core mandate. Making sure our towns are clean forms part of basic service delivery. We face similar challenges as our neighbours in terms of limited landfill space and keeping our environment clean. We are however employing innovative solutions to help keep our environment clean and green. Swap Shops in areas like Klapmuts, has yielded incredible result. Residents are encouraged to recycle and receive wonderful incentives to do so, reducing municipal cleaning costs in the process and teaching the community to keep their town clean. The state of our rivers is of serious concern and it is worsened by the extreme drought. We are however addressing the problem through various solutions and award winning initiatives. The upgrade of the Waste Water Treatment works is the first major step in addressing some of the serious problems we have experienced with our rivers. We are also implementing an artificial wetland solution to filter and clean water, an initiative for which the provincial government awarded us a Greenest Municipality award for innovation.

Housing opportunities for poor residents is also crucial. At the end of 2016 Stellenbosch Municipality was approved as a Restructuring Town with Restructuring Zones. This will ensure improved quality of life for communities through rental housing programmes. It will provide economic sustainability and access to economic opportunities, social sustainability and ecological sustainability. We are working with outside partners to hand over title deeds, transferring ownership to long time occupants of these properties. Consumer education in this regard is essential and we need to focus on educating our residents on what it means to be a property owner.

Opportunities for the youth are essential. As a country we face challenges with youth unemployment and the social ills that accompany it. As a municipality we cannot create jobs. We can however, create opportunities for the youth, assisting them in obtaining the necessary skills to be successful. We continue to make bursaries available for tertiary education. Sport in the area is one of the most successful ways of occupying our young people, diverting them from criminal and other harmful activities. That is why we continue to invest in facilities, making sure our young people have access to the best facilities.

Expressing your needs as residents and the community for the IDP process is critically important. Part of a successful democracy rests on your participation, highlighting your service delivery needs so that we can ensure we budget and plan for it. I want to encourage your positive participation in this process, so that we can make sure we build an inclusive government who creates opportunity for all.

Although we face challenges, we are very positive that we shall successfully manage it and will position Stellenbosch as one of the top municipalities in South Africa.

Executive Mayor of Stellenbosch
Gesie van Deventer

OVERVIEW BY THE MUNICIPAL MANAGER

The Fourth Generation

Integrated Development Plan (IDP) for Stellenbosch Municipality provides us with the strategic framework within which we aim to deliver the municipalities 5 pillars to make Stellenbosch Municipality a place of opportunity and innovation. In such a way, we respond to community needs by planning for future development in order to ensure equitable and sustainable development.

Through this process we seek to ensure :

- the effective use of scarce resources,
- to attract funding from external sources,
- strengthens democracy through the active participation of all stakeholders,
- contributes to overcoming past spatial inefficiencies, integrating rural and urban areas and to extend services wider,
- promotes co-ordination between the three spheres of government and seeks to focus and speed up service delivery.

The 4th generation IDP will provide the municipality with a blue print that will determine the developmental trajectory for the municipality going forward through a framework of social, economic and spatial development. It aims to improve the quality of life for all citizens of the Stellenbosch Municipality.

The strategic course that the Municipality will embark on with the newly elected Council will be confirmed, while simultaneously providing practical guidance for achieving the strategic objectives that guide the Municipality in fulfilment of its constitutional and legislative mandates.

Stellenbosch Municipality strives to be developmental and aims to overcome the real and/or perceived poor planning of the past through this IDP (process) as an overall framework for social, economic and spatial development. It aims to improve the quality of life for all citizens of the Stellenbosch Municipality.

The IDP must guide and determine municipal planning and project implementation. Thus, the 2017/18 budget should be based on the IDP. Moreover, the IDP must be reflected in the performance agreements of the relevant staff and through the budget, in the service delivery and budget implementation plan (SDBIP). It has to be executed!

This Fourth Generation IDP is an embodiment of a consultative process and signals the Municipality's commitment to governing with the citizens and executing its developmental mandate. The IDP further provides a platform for active engagement of all stakeholders, be it for planning or for monitoring of progress with the implementation of the projects and the achievement of the strategic objectives.

Together with the citizens of Stellenbosch Municipality we can make Stellenbosch municipality a place of excellence and opportunity for all.



Geraldine Mettler
Municipal Manager

LIST OF ACRONYMS

CBD	Central Business District	LED	Local Economic Development
CBO	Community Based Organisation	LG-TAS	Local Government Turnaround Strategy
CITP	Comprehensive Integrated Transport Plan	LGMTEC	Local Government MTEC
CoCT	City of Cape Town	LHA	Lanquedoc Housing Association
CSP	Community, Social and Personal Services	LM	Local Municipality
CWDM	Cape Winelands District Municipality	MAYCO	Mayoral Committee
DBSA	Development bank of South Africa	MDGs	Millennium Development Goals
DPLG	Department of Provincial & Local Government	MEC	Member of the Executive Council
DGDS	District Growth and Development Strategy	MFMA	Municipal Financial Management Act (Act no. 56 of 2003)
DMA	District Management Area	MOU	Memorandum of Understanding
DoLG	Department of Local Government	MSA	Municipal Systems Act (Act no. 32 of 2000)
DPLG	Department of Provincial and Local Government (Department of Cooperative Governance and Traditional Affairs)	MTREF	Medium-Term Revenue and Expenditure Framework
du/ha	Dwelling units per hectare	MTSF	Medium-Term Strategic Framework
DWAF	Department of Water Affairs and Forestry (now Department of Water Affairs)	NDP	National Development Plan
ECD	Early Childhood Development	NHDP	Neighbourhood Development Plan
EDA	Economic Development Agency	NGO	Non-Governmental Organization
EPWP	Expanded Public Works Programme	NMT	Non-motorized Transport
GDP	Gross Domestic Product	NPO	Non-Profit Organization
GDP-R	Gross Domestic Product in Rand	NSDP	National Spatial Development Perspective
GGP	Gross Geographic Product	PEA	Potentially Economically Active
GIS	Geographic Information System	PGWC	Provincial Government of the Western Cape
GRAP	Generally-recognized Accounting Practices	PMS	Performance Management System
GVA-R	Gross Value-Added in Rand	SALGA	South African Local Government Association
HDI	Human Development Index	SAMWU	South African Municipal Workers Union
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome	SAPS	South African Police Service
HR	Human Resources	SDBIP	Service Delivery and Budget Implementation Plan
IDP	Integrated Development Plan IHS Integrated Human Settlements	SDF	Spatial Development Framework
IHSP	Integrated Human Settlement Plan	SITT	Stellenbosch Infrastructure Task Team
IIC	Infrastructure Innovation Committee	SLA	Service Level Agreement
IPC	Integrated Planning Committee	SMME	Small Medium & Micro Enterprises
i-MAP	Implementation Plan	SOP	Standard Operating Procedure
IMATU	Independent Municipal Allied Trade Union	SU	Stellenbosch University
IMESA	Institute for Municipal Engineers South Africa	TB	Tuberculosis
ITP	Integrated transport Plan	WCDSF	Western Cape Draft Strategic Plan
IWMP	Integrated Waste Management Plan	WDM	Water Demand Management
JPI	Joint Planning Initiative	WSA	Water Service Authority
KPA	Key Performance Area	WSDP	Water Services Development Plan
KPI	Key Performance Indicator	WtE	Waste to Energy
		WWTW	Waste Water Treatment Work

IDP AND DOCUMENT STRUCTURE

The Draft IDP contains a package of various documents of which the Stellenbosch Municipality: Draft 4th Generation IDP, forms the main document. Other documents and instruments that support the main document include the municipal budget, the SDBIP of the Municipality (containing detailed programmes, projects, and associated resource allocation and performance targets), various sector plans to support and direct the work of different functional areas of the Municipality, and ward plans.

This document, titled “Stellenbosch Municipality: Draft Fourth Generation IDP”, forms the main document. Other documents and instruments that support the main document are:

- The municipal budget
- The Top Layer SDBIP (Service Delivery and Budget Implementation Plan) •
- Various sector plans to support and direct the work of different functional areas of the Municipality [e.g. the Spatial Development Framework (SDF), Comprehensive Integrated Transport Plan (CITP) and Water Services Development Plan (WSDP)]
- Ward Priorities and Ward plans

This document is structured in ten (10) chapters

CHAPTER 1 INTRODUCTION	Introduces and situates the Stellenbosch Municipality in its larger context, and outlines the role and purpose of the IDP
CHAPTER 2 THE STATE OF THE GREATER STELLENBOSCH AREA	Provides an analysis of the Greater Stellenbosch area currently, and gives an indication of current trends and issues
CHAPTER 3 GOVERNANCE AND INSTITUTIONAL DEVELOPMENT	Outlines how the Municipality deals with Governance and Institutional Development within the Greater Stellenbosch area
CHAPTER 4 STRATEGIC POLICY CONTEXT	Outlines the policy context for the preparation of IDP's
CHAPTER 5 PUBLIC EXPRESSION OF NEED	Summarises citizens' needs for service delivery as expressed through various engagements within the public participation process.
CHAPTER 6 SECTOR PLANNING	Summarises the findings of various medium- and longer-term sector plans, required by law and supporting and directing the work of different functional areas of the organisation
CHAPTER 7 OUR STRATEGY	Provides a reflection on the challenges – within the broader municipal policy context and as expressed in surveys, by citizens, through the work on sector plans, and daily experience Outlines the overall strategy and way of work for the next five-years
CHAPTER 8 STRATEGY UNPACKED	Unpacks the strategy in terms of focus areas, objectives and activities.
CHAPTER 9 FINANCIAL PLAN	Outlines the broad financial plan and planned allocation of resources to support our strategy, focus areas, objectives and activities
CHAPTER 10 IDP IMPLEMENTATION, MONITORING AND REVIEW	Outlines IDP-related monitoring and evaluation activities for the 2017/18 year ahead.

CHAPTER ONE: INTRODUCTION

1.1 INTEGRATED DEVELOPMENT PLANNING

The Municipal Systems Act (MSA) requires municipalities in South Africa to prepare a five-year strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the provincial and national government. It is the principal planning instrument that guides and informs the municipal budget and all actions.

Section 25(3) prescribes that a newly elected Council may adopt the IDP of the previous Council.

The IDP outlines:

- An analysis of the Greater Stellenbosch area, including current trends and issues.
- The national and regional policy context for preparing
- Citizens' needs for service delivery as expressed through various engagements.
- The findings of various medium and longer term sector plans, required by law and supporting and directing the work of different functional areas of the organization.
- The municipality's overall strategy and way of work for the next five-years, including focus areas
- The municipality's broad financial plan and planned allocation of resources.
- Related monitoring and evaluation activities over the year ahead.

1.2 THE ROLE AND PURPOSE OF THE IDP

The MSA requires each municipality in South Africa to prepare a strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the provincial and national governments. This IDP is then the principal planning instrument that guides and informs the municipal budget.

The focus of the IDP is varied, and includes the provision of basic municipal services, measures for building and transforming municipal capacity, measures to assist in expanded livelihood opportunities for citizens, enterprise development, building dignified and safe living environments, and, crucially, exploring new ways of working and living together.

In terms of the core components of IDPs, Chapter 5 and Section 26 of the MSA indicate that:

An integrated development plan must reflect-

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;*
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;*
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- The council's operational strategies;*
- Applicable disaster management plans;*
- A financial plan, which must include a budget projection for at least the next three years; and*
- The key performance indicators and performance targets determined in terms of section 41.*

The IDP is informed by a leadership agenda – as contained in national and provincial policy documents – as well as the needs of local citizens and public, private and community organisations.

It directs and is informed by different aspects of the municipality's work, including how the municipality is structured politically and administratively, the municipal budget, the sector plans and service delivery and budget implementation plans of different municipal services, and how the municipality manages its performance.

1.3 THE PLANNING PROCESS

Five year cycle of the IDP

According to the Municipal Systems Act, every new council that comes into office after the local government elections has to prepare its own IDP that will guide them for the five years that they are in office. The IDP is therefore linked to the five year term of office of councillors. This does however not restrict all proposals in the IDP to five years. The strategic goals that are part of the Municipality's strategy all have a longer than five year horizon. So too does the spatial strategy.

A clear distinction must also be made between the main IDP which is compiled every five years (or if a new council comes into power within the five year period and does not accept the previous council's IDP) and the annual review of the IDP. The annual review is not a replacement of the five year IDP and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made with respect to the five year strategy (and strategic goals) and proposes adjustments to the strategy if necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP.

The figure below reflects the five year process of the IDP.



1.4 ROLES AND RESPONSIBILITIES

a) Executive Mayor

In terms of the Municipal Systems Act and the Municipal Finance Management Act, the Executive Mayor must:

- Manage the drafting of the IDP;
- Assign responsibilities in this regard to the Municipal Manager;
- Submit the draft plan to the municipal council for adoption; and
- co-ordinate the annual revision of the IDP and determine how the IDP is to be taken into account or revised for the purposes of the Budget.

b) The Municipal Council

- The Council is the ultimate decision-making authority. Decisions to approve or amend the Municipality's integrated development Plan (IDP) may not be delegated and have to be taken by the full Council.

c) Proportional councillors, ward councillors, ward committee members

- Link integrated development planning process to their constituencies/wards
- Assist with public participation process

d) Municipal Manager and Management Team (Responsible)

- Provide technical/sector expertise and information
- Provide inputs related to the various planning steps
- Summarise / digest / process inputs from the participation process
- Discuss / comment on inputs from specialists
- Address inputs from and give feedback to the community

1.5 ANNUAL REVIEW OF THE IDP

Section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000 prescribes that: A municipal council-

(a) must review its integrated development plan-

(i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and

(b) may amend its IDP in accordance with a prescribed process

The legislative framework provides an opportunity for Council, together with its Administration and the community, to take stock of progress made, identify areas of improvement and re-prioritize resources in line with the changing needs of communities.

1.6 APPROACH AND HIGH-LEVEL PREPARATION PROCESS FOR THE DRAFTING OF THE FOURTH GENERATION IDP

Needs Assessment to determine the baseline: In accordance with the approved Process Plan, the municipality embarked on a Public Participation Process (analysis phase), which entailed several community engagements in the form of IDP meetings with communities in the 22 wards within the Stellenbosch Municipality jurisdiction. As part of this participatory process, members of the public were invited to attend the scheduled IDP Public meetings. Apart from a progress report prepared by the IDP department, the preliminary results of this project were presented during each of the meetings. The feedback from the public during the various meetings was used as an indicator as to the extent that the findings were valid and reliable. It can be stated that, with the exception of the cluster 10 meeting that dissolved before it was concluded, it was confirmed by the attendees that the results is a true reflection of the reality in the different wards, a conclusion that can be confirmed by different municipal officials that attended the meetings. It can also be concluded that the Public Participation process embarked upon for the Stellenbosch Municipal area, were successful in determining the basic needs in the various wards.

Section 153 of the Constitution sets out the 'Developmental duties of municipalities' as follows:

A municipality must –

- *structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community, and*
- *Participate in national and provincial development programmes.*

Thus, there is a constitutional requirement that municipalities prioritise the delivery of basic services in the way their administrations, planning and budgeting are structured and managed. The basic needs assessment, which was done to determine the baseline for all 22 wards in WCO24 (August 2015 – October 2015), was done in line with Section 153 of the Constitution.

Improvement on the Integrated Development Plan and Public Participation Process also included the following:

- Feedback and Prioritization of Needs done in the form of Cluster meetings (ten (10) cluster meetings were held in the Greater Stellenbosch which included all 22 wards). The different wards were combined in Clusters for this purpose.
- To secure a trust relationship with the community, feedback was given on the implementation of projects that addressed the priorities listed by ward committees. The basic needs identified and prioritized by the community, were presented and opportunity was given to add these priorities to ensure effective future implementation.
- Inputs from Basic Needs Assessment were finalised and distributed to all the Departments by the IDP team.
- Inputs received from the community engagements were used by the Directorates to develop Implementation plans and to finalize Budget Inputs.
- MAYCO/Directors Budget Prioritization Strategic Session focussed on the Basic Needs Assessment that serves as a baseline, to develop strategic interventions.
- The improvement on Sector Engagements started with a sector meeting in the form of a Think Tank, based on focus group discussions and which culminated in the articulation of strategic outputs. During the second half of the session, a participatory planning process were followed to not only identify the needs, but to also develop objectives and programmes under different strategic goals.

- Ward priorities and needs listed for the past two financial years were analysed and detailed feedback on these were required and received from the different Directorates to promote better engagement and integration.
- Dry run sessions on the IDP presentations were held with Directorates, Mayco and Ward councillors in preparation of IDP Feedback sessions (Cluster Meetings).
- Inputs received from the public during the IDP feedback sessions (Cluster meetings) collated and distributed to the Directorates for inputs.

Table 2 below, reflects Preparation for the 2017/18 financial year to complete the Fourth Generation IDP. Please refer to Chapter 5 and Annexures for detailed input as gathered from public engagements.

TABLE 1: Preparation for the Fourth Generation IDP

DATE	ACTION(S)
July/August 2016	<ul style="list-style-type: none"> • Approval of IDP/Budget/SDF Process Plan and Time Schedule. • Provincial Government hosted a District Alignment Workshop on the Joint Planning Initiative (JPI's).
September – November 2016	<ul style="list-style-type: none"> • Cluster meetings were held in all 22 wards, explaining the processes to be followed for the next five years and the time schedule for the 2017/18 financial year for the compilation of the Fourth Generation IDP. Feedback were given on the implementation of priorities listed by the wards. The priorities in the basic needs assessment was presented and the communities were given time for additional inputs. • Provincial IDP Manager's Forum hosted by Department Local Government • Item to council on Ward Committee establishment. • Invitations for the nomination of Ward committee members sent to all Stakeholders on the database. • Internal Stakeholder consultation meeting held for the Municipal SDF Planning process
December 2016– February 2017	<ul style="list-style-type: none"> • Compilation of Draft IDP document in collaboration with all Directorates. • Administration prepared the Draft IDP in finalizing the chapters of the document. • Administration prepared the Draft Budget. • Administration prepared the draft high-level SDBIP. • Ward Committee establishment: Ward Committee elections conducted in all 22 wards. • Provincial LGMTEC held to agree on Joint Planning Initiatives to support the Fourth Generation IDP.
March 2017	<ul style="list-style-type: none"> • Ward Committee training provided to all formally elected Ward Committee members. • Ward plans of all 22 wards drafted in consultation with Ward committees and Ward Councillors. • Mayco and Council to consider the draft IDP and Budget.

CHAPTER TWO: THE STATE OF THE GREATER STELLENBOSCH AREA

INTRODUCTION

Stellenbosch Municipality is a compilation of a unique set of natural and cultural components or constructs. These collectively create the sense of place which characterises the area.

In order to stress our inclusiveness – as a municipality that presides over a number of towns and villages and the areas between them, all with their own treasured historic names and histories, all inhabited by people cherishing local hopes and aspirations – we make every effort to refer to the ‘greater’ Stellenbosch area or Municipality.

We are not responsible for only one – albeit significant – town in this larger constellation. We unequivocally pledge an equal commitment to all areas that make up the greater Stellenbosch Municipality.

The information contained in this profile highlights statistics for the Stellenbosch Municipality in relation to the district and the broader Western Cape Province. This profile primarily uses data sourced from the Socio-economic profile from Western Cape Government (Stellenbosch 2016). The data used by Western Cape Government include StatsSA data from Census 2011, Community Survey 2016, Municipal Economic Review and Outlook (MERO), 2016 and SAPS 2016 data. The updated population forecasts by the Department of Social Development are valuable and will assist with future planning.

In all, the profile reflects the socio-economic reality of the area. As such, valuable insight can be gained as to the developmental challenges faced by communities residing within a specific geographical area.

Stellenbosch Municipality has shown improvement over the years with regard to its socio-economic environment. The Municipality has a strong economic resource base including human capital that could contribute to economic growth and development. The favourable economic climate in Stellenbosch has led to decreasing poverty levels.

Despite the progress in relation to other municipalities, poverty levels are still relatively high, which places increased reliance on indigent support from the Municipality and other special services being provided by the Province.

Given strong population growth and continued emphasis on economic growth and development, the need to conserve and better manage limited resources, including that of the environment, is becoming more pronounced. The interface of the environment with social and economic sectors will also require much more attention and emphasis in coming years.

THE STELLENBOSCH MUNICIPALITY AT A GLANCE

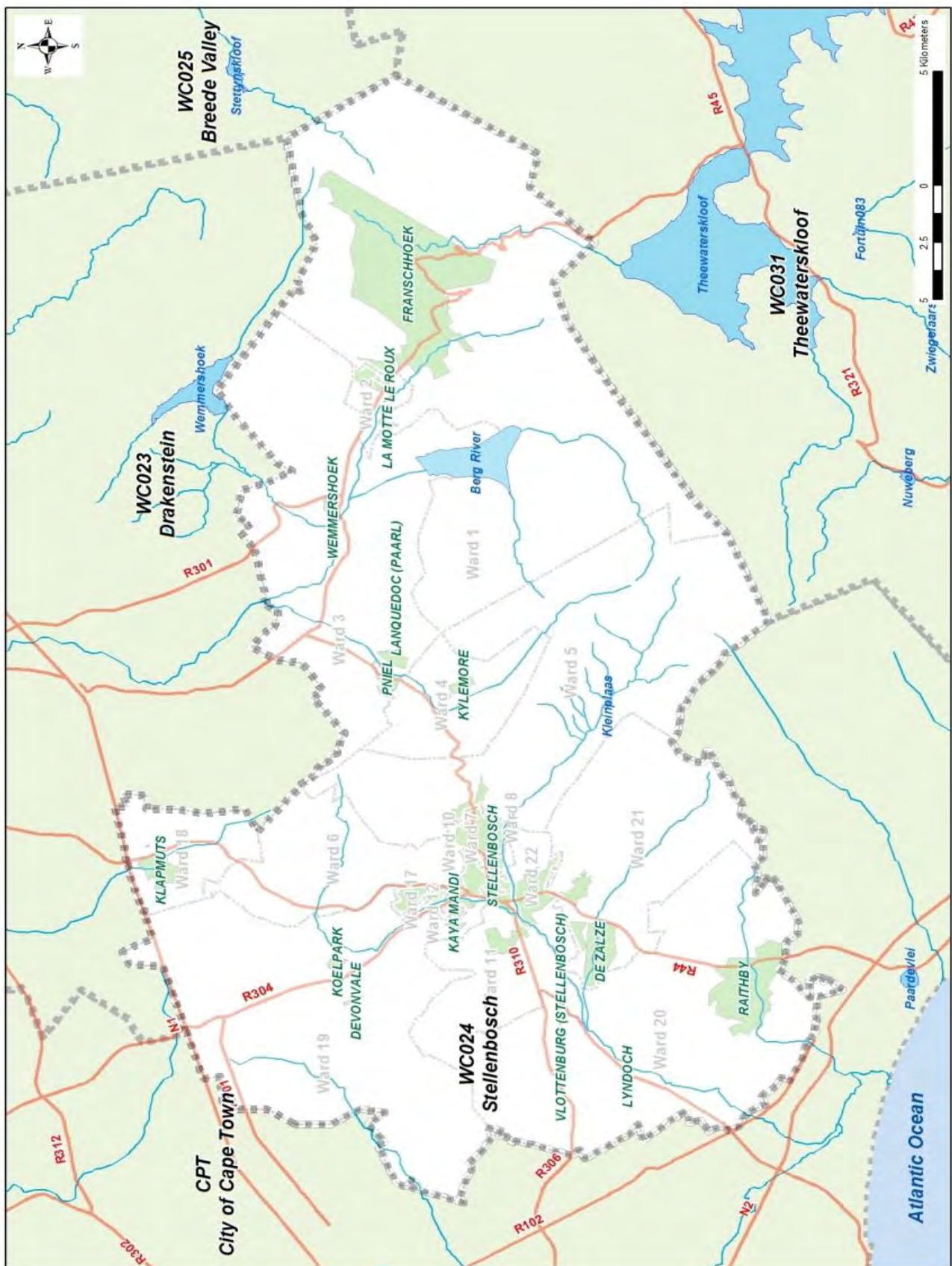


FIGURE 1: Map of Greater Stellenbosch WC024

Figure 1 illustrates the Greater Stellenbosch in relation to neighboring municipalities. Stellenbosch Municipality is located in the heart of the Cape Winelands. It is situated about 50 km from Cape Town and is flanked by the N1 and N2 main routes. The municipal area covers approximately 900 km² and has a population of approximately 155 000 people according to the 2011 Census data, but according to population growth estimates, done by the Department of Social Development, and based on the 2.6% population growth (between 2001 and 2011), the population figures for Stellenbosch for 2016 indicates a number of 173 419 people. The Municipality's area of jurisdiction includes the town of Stellenbosch and stretches past Jamestown to Raithby in the south, Bottelary, Koelenhof, and Klapmuts to the north, and over the Helshoogte Pass to Pniel, Kylemore, Groendal and Franschhoek in the east.

Apart from formal settlement areas, the municipal area also includes a number of informal settlements. Stellenbosch town is the second oldest town in South Africa, dating back to 1679 when an island in the Eerste River was named Stellenbosch by the then Governor of the Cape, Simon van der Stel. The first farming activities in the area were started in 1679. Today, the area has become primarily known for its extraordinary wines, fruit, world renowned cultural landscapes and exceptional scenic quality. The towns of Stellenbosch and Franschhoek are renowned for various architectural styles such as Dutch, Georgian and Victorian, which reflect their heritage and traditions, but also divisions of the past.

The area houses excellent educational institutions, including the University of Stellenbosch and a number of prestigious schools. It has a strong business sector, varying from major South African businesses and corporations, to smaller enterprises and home industries. The tourism industry alone is responsible for the creation of about 18 000 jobs in the area. Wine farms and cellars abound, and the area is the home of the very first wine route in South Africa.

A variety of sport facilities are available. Coetzenburg, with its athletics and rugby stadiums, has hosted star performances over many generations while the Danie Craven Stadium is the home of Maties rugby, the largest rugby club in the world. The municipal area has a number of theatres, which include the University's HB Thom Theatre, Spier Amphitheatre, Klein Libertas Theatre, Dorpsstraat Theatre, Aan de Braak Theatre, and Oude Libertas Amphitheatre – renowned for its summer season of music, theatre and dance.

The area is known for its quality, award-winning restaurants and is a tourist haven with many boutiques, galleries, and curio shops. There are several museums and art galleries and the area is host to a number of annual cultural, food and wine, and sports festivals. A wide array of accommodation is available for visitors to choose from.

Welfare and community organizations abound and the Municipality and University play a leading role in assisting to meet the needs of previously neglected communities.

At a Glance: Stellenbosch

Demographics

Community Survey, 2016



Population

173 419



Households

52 374

Education



Matric Pass Rate 2015 **85.6%**

Literacy Rate 2011 **84.9%**

Poverty



Poverty headcount (2016) **6.1%**

Percentage households with no income (2016) **20.4%**

Health

2015



Primary Health Care Facilities

15

Immunisation Rate

83.5%

Maternal Mortality Ratio (per 100 000 live births)

0.0

Teenage Pregnancies - Delivery rate to women U/18

4.3%

Safety and Security

Percentage change between 2015 and 2016 in number of reported cases



Residential Burglaries

6.9

DUI

0.0

Drug-related

20.9

Murder

0.0

Sexual Crimes

-0.9

Access to Basic Service Delivery

Percentage change between 2015 and 2016 in number of households



Water

19.9%

Refuse Removal

-1.5%



Electricity

17.9%



Sanitation

29.0%



Economy

GDP Growth 2005 - 2015

3.0%



Labour

Employment Growth 2005 - 2015

2.2%



Broadband



Number of wards currently with WCG Wi-Fi hotspots

22

Largest 3 Sectors

Contribution to GDP, 2015

Commercial Services

55.4%

Government and Community, Social and Personal Services

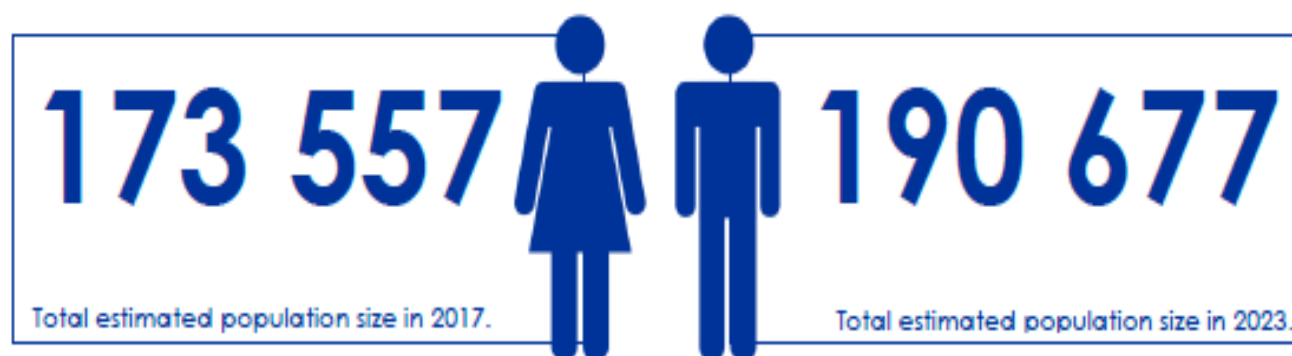
16.7%

Manufacturing

16.5%

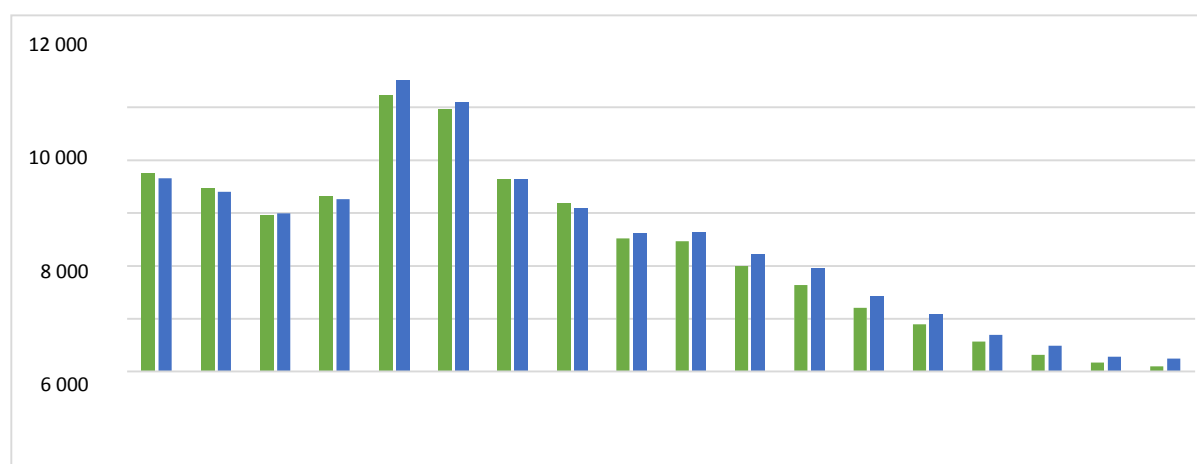
Source: Western Cape Government: Socio-economic Profile - Stellenbosch Municipality, 2016

2.1 DEMOGRAPHIC PROFILE



Stellenbosch has the second largest population in the Cape Winelands District which, according to the forecasts of the Western Cape Department of Social Development, is estimated to be **173 557** in 2017¹. This total gradually increases across the 5-year planning cycle and is expected to reach **190 677** by 2023. This equates to an approximate **9.9 per cent growth** off the 2017 base estimate. In 2017, Stellenbosch's population gender breakdown will be relatively evenly split between male (84 849, 48.9 per cent) and female (88 708, 51.1 per cent). For 2023, the split is anticipated to be 93 125 (48.8 per cent) and 97 552 (51.2 per cent) for males and females respectively.

Age Distribution



Stellenbosch's population is expected to in 2017 be strongly concentrated within the 20 – 24 and 25 – 29 age categories. This concentration can possibly be attributed to several factors. Firstly, as Stellenbosch is a university town, many school finishers do not leave the region, but continue their studies locally. There is also the large influx of students that temporarily migrate to Stellenbosch in order to study at the University. These students do not specifically earn an income which could potentially increase the Municipality's dependency ratio. Stellenbosch's economy is also driven by the agricultural sector which requires the seasonal influx of labour.

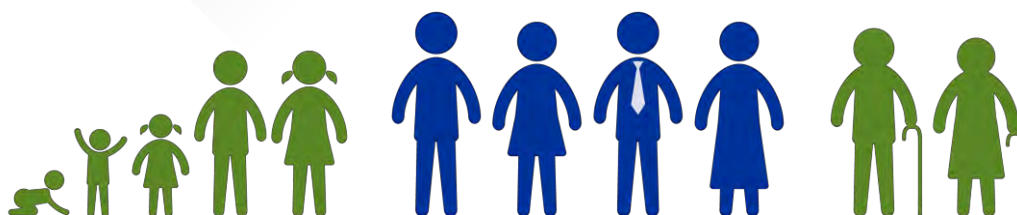
Households



In order to ensure basic service delivery to all, municipal budget allocations should be informed by credible and accurate assumptions regarding the number of households within a municipal area.

According to Census 2011, there were **43 420** households within the greater Stellenbosch region in 2011. As per the 2016 Community Survey estimates, the number of households increased to **52 374** in 2016 which equates to a 20.6 per cent increase off the 2011 base.

Age Cohorts



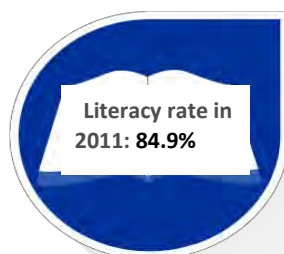
Year	Children: 0 – 14 Years	Working Age: 15 – 65 Years	Aged: 65 +	Dependency Ratio
2011	35 545	112 533	7 654	38.4
2017	40 500	123 338	9 719	40.7
2023	44 103	134 294	12 280	42.0

Stellenbosch is expected to experience rising dependency ratios of 38.4, 40.7 and 42.0 across 2011, 2017 and 2023 respectively. As higher dependency ratios imply greater strain on the working age to support their economic dependents (children and aged), this increase will have far reaching social, economic and labour market implications.

An increase in the dependency ratio is often associated with a relative decrease in the working age population. From a national perspective, the relative decrease in the working age population will result in lower tax revenues, pension shortfalls and overall inequality as citizens struggle to tend to the needs of their dependents amidst increased economic hardship.

At the municipal level, this decrease in the working age population will also result in a smaller base from which local authorities can collect revenue for basic services rendered and will necessitate the prioritisation of municipal spending.

2.2 EDUCATION

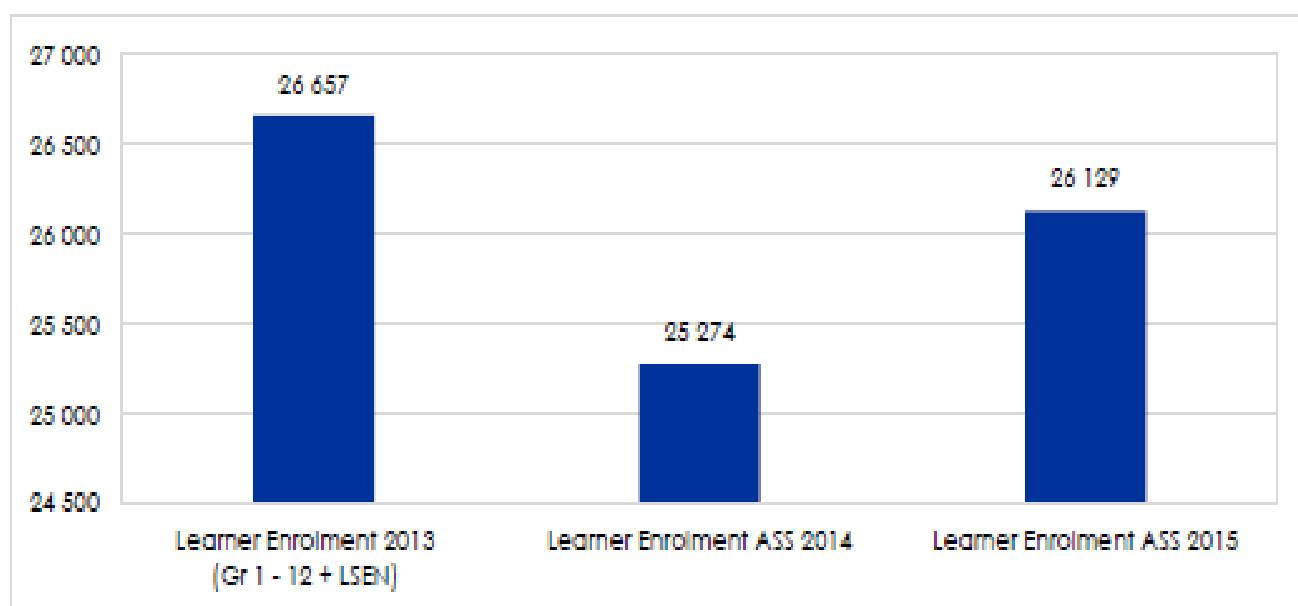


Literacy

Literacy is used to indicate a minimum education level attained. A simple definition of literacy is the ability to read and write, but it is more strictly defined as the successful completion of a minimum of 7 years of formal education. Since most learners start school at the age of 7 years, the literacy rate is calculated as the proportion of those 14 years and older who have successfully completed a minimum of 7 years of formal education. The literacy rate in Stellenbosch was recorded at

84.9 per cent in 2011 which was higher than the average literacy rates of the Cape Winelands District (81.7 per cent) and the rest of South Africa (80.9 per cent). It was however lower than that of the Western Cape (87.2 per cent).

Learner Enrolment



Learner enrolment in Stellenbosch dropped by 1 383 learners between 2013 and 2014, which might be due to the inclusion of data on learners with special education needs (LSEN) in the 2013 WCED survey. Subsequently, learner enrolment increased with 855 learners between 2014 and 2015.

Learner-Teacher Ratio



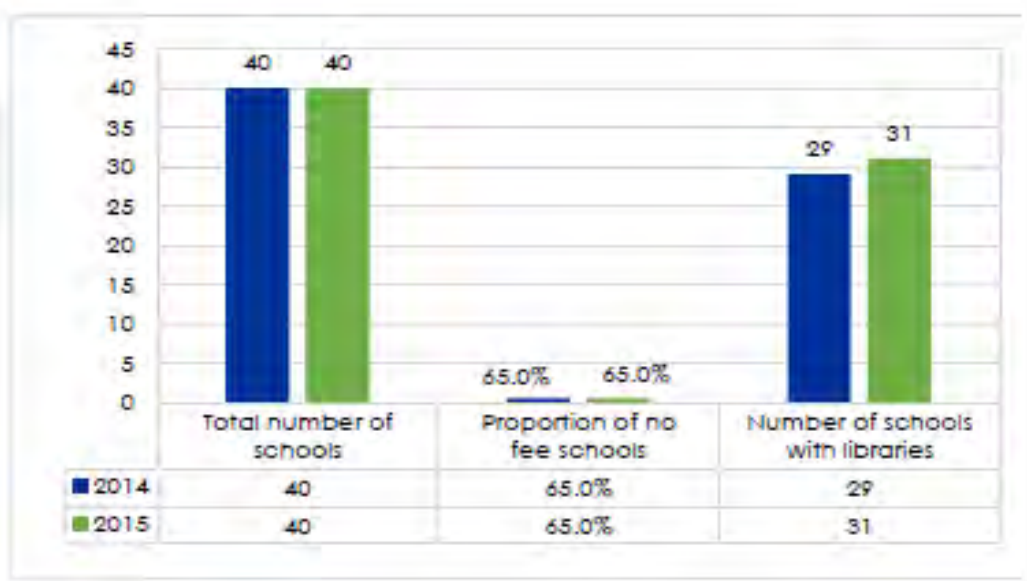
The learner-teacher ratio within Stellenbosch remained below 30 learners per teacher between 2012 and 2014 but deteriorated to 33 learners per teacher in 2015. According to the Department of Education the number of learners per teacher was 30.3 in 2010. Factors influencing the learner-teacher ratio is the ability of schools to employ more educators when needed and the ability to collect fees.

Grade 12 Drop-Out Rates

The drop-out rate for learners within Stellenbosch that enrolled from Grade 10 in 2014 to Grade 12 in 2016 was recorded at 23 per cent. These high levels of high school drop-outs are influenced by a wide array of socio-economic factors including teenage pregnancies, availability of no-fee schools, indigent households and unemployment.

Educational Facilities

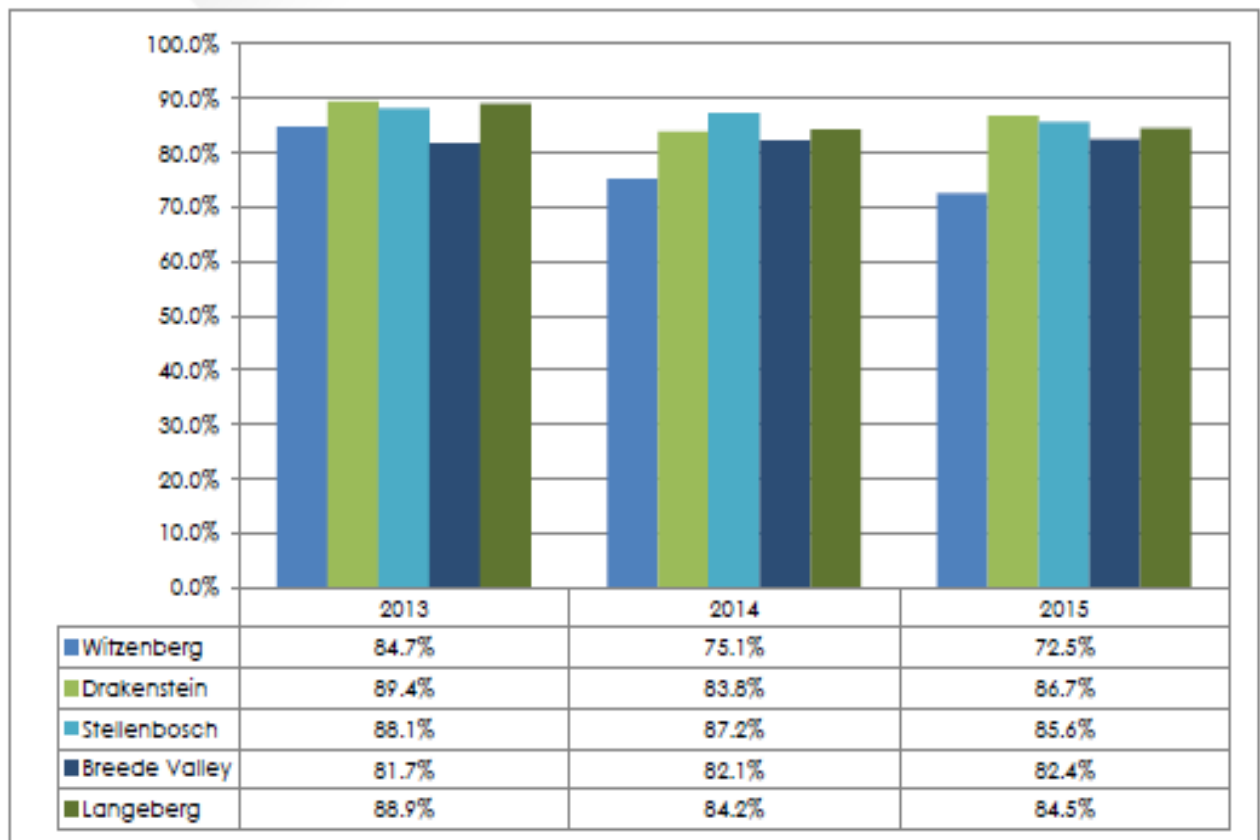
The availability of adequate education facilities such as schools, FET colleges and schools equipped with libraries and media centres could affect academic outcomes positively.



Stellenbosch had 40 schools in 2015 which had to accommodate 26 129 learners at the start of 2015. Given the tough economic climate, schools have been reporting an increase in parents being unable to pay their school fees. Despite this situation, the proportion of no-fee schools has remained at 65.0 per cent between 2014 and 2015, which could in future further increase the drop-out rate. There is thus an increased need for the Western Cape Department of Education (WCED) to offer certain fee-paying schools to become no-fee schools. The number of schools equipped with libraries increased from 29 in 2014 to 31 in 2015 indicating a positive change towards improvement of education outcomes in Stellenbosch.

Education Outcomes

Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagement in the labour market, policy choices and decisions in the sphere of education play a critical role in determining the extent to which future economic and poverty reduction plans can be realised.



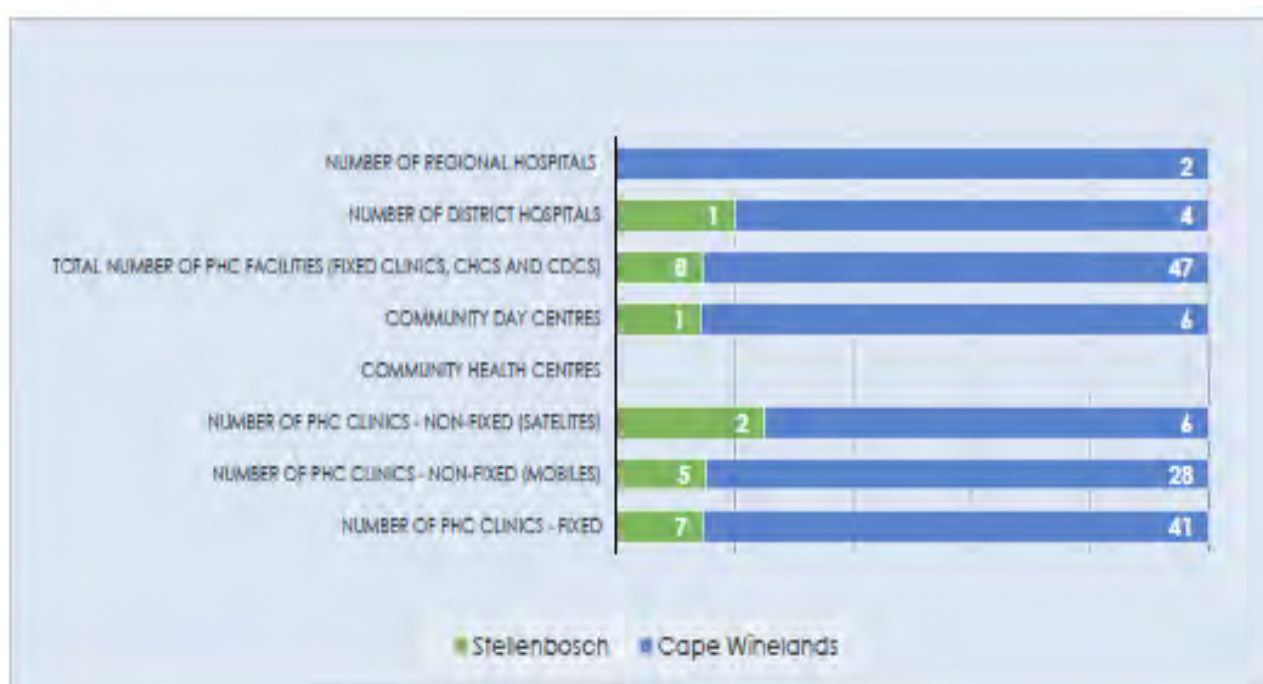
Stellenbosch's matric outcomes remained consistently above 85 per cent between 2013 and 2015, with the highest pass rate of 88.1 per cent recorded in 2013, but a lower rate of 85.6 per cent in 2015.

2.3 HEALTH

The information provided by the Department of Health as detailed in this section, pertains only to public sector healthcare institutions. Any privately provided facilities or services are not reflected in the information below.

Healthcare Facilities

All citizens' rights to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare system is geared in such a way that people have to move from primary, with a referral system, to secondary and tertiary levels.



The Cape Winelands District has a range of primary healthcare facilities which includes 41 fixed clinics, 34 mobile/satellite clinics, 6 community day centres and 4 district hospitals. Of these facilities, 7 fixed clinics, 7 mobile/satellite clinics and 1 district hospital are situated within the Stellenbosch municipal area.

Emergency Medical Services

Health Indicator	Stellenbosch	Cape Winelands
EMS Operational Ambulances	5	36
Population (2017)	173 557	853 423
No. of operational ambulances per 10 000 people	0.29	0.42

Access to emergency medical services is critical for rural citizens due to rural distances between towns and health facilities being much greater than in the urban areas. Combined with the relatively lower population per square kilometre in rural areas, ambulance coverage is greater in rural areas in order to maintain adequate coverage for rural communities. Within the Cape Winelands District, Stellenbosch has 0.29 ambulances per 10 000 population, lower than the district average of 0.42.

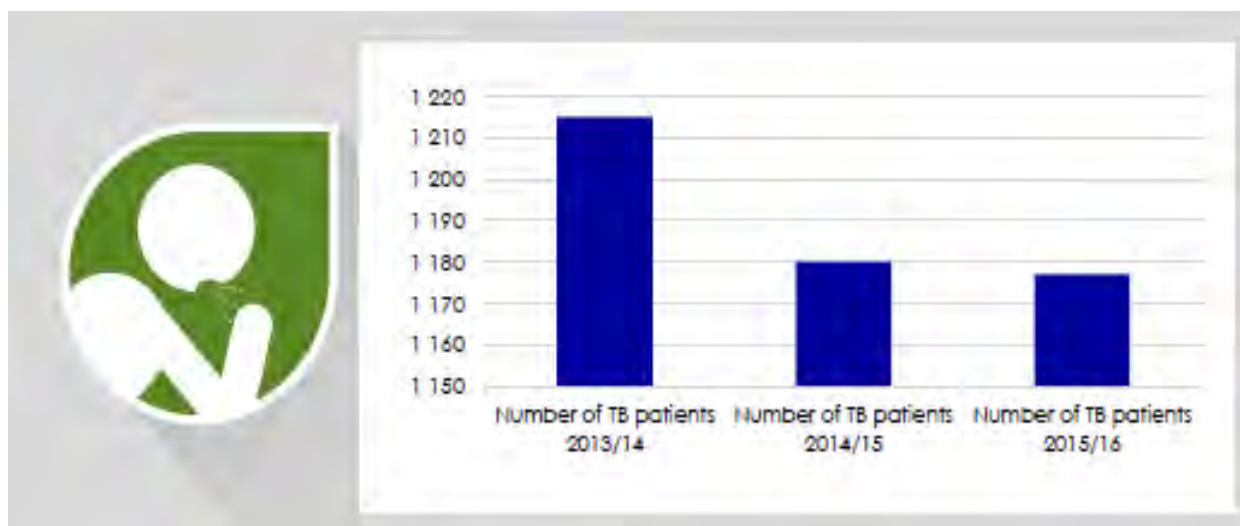
HIV/AIDS

Health Indicator	Stellenbosch	Cape Winelands
Total registered patients receiving ART	4 808	23 172
No. of new ART patients	921	5 195
HIV Transmission Rate	2.6%	1.7%

At the end of March 2016, anti-retroviral treatment (ART) was provided to over 200 000 persons in the Province, 23 172 of whom were in the Cape Winelands District and 4 808 in the Stellenbosch municipal area. At the end of March 2016, 921 new ART patients were being treated from 9 treatment sites in the Stellenbosch municipal area.


In addition to improving the quality of life of the patient, anti-retroviral treatment to mothers both before and at birth, also decreases the chances that infants will contract HIV from their mothers. The most recent information for Stellenbosch indicates a mother-to-child transmission rate of 2.6 per cent which is higher than the 1.7 per cent District and the 1.4 per cent Provincial rate as well as the medium term annual target for 2015/16 and 2016/17.

Tuberculosis



The number of TB patients in the Cape Winelands District increased over the past few years, reaching 7 531 in 2015/16, treated at 102 clinics or treatment sites. In the Stellenbosch municipal area, the patient load had a slight decrease in 2015/16. Most recent information shows a patient load of 1 177 with treatment administered from 16 clinics or treatment sites.

Child Health



Health Indicator	Stellenbosch	Cape Winelands
Immunisation	83.5%	78.4%
Malnutrition	0.4	1.4
Neonatal mortality rate	2.2	6.5
Low birth weight	9%	15%

In 2015, the full **immunisation coverage rate** for the Cape Winelands was 78.4 per cent. In Stellenbosch it was higher at 83.5 per cent, showing a deterioration from the 2014 rate of 86.0 per cent.

The number of malnourished **children under five years** in the Cape Winelands in 2015 was 1.4 per 100 000 children. Stellenbosch's rate currently at 0.4 is lower than the District rate. The District's **neonatal mortality rate** of 6.5 is higher than the Province's 2019 target of 6.0 per 1 000 live births. Stellenbosch's rate at 2.2 is lower than the District rate and the Provincial target and has improved from the 2014 rate of 4.0. In the Cape Winelands District, 15.0 per cent of babies born were **underweight**; at 9.0 per cent, Stellenbosch's rate is lower than the District's and the Provincial average of 14.5 per cent.

Maternal Health

Health Indicator	Stellenbosch	Cape Winelands
Maternal Mortality Ratio	0	46.5
Delivery Rate to Women under 18 years	4.3%	6.1%
Termination of Pregnancy Rate	0.4	0.7

Maternal mortality rate: Stellenbosch has a zero maternal mortality ratio. In comparison, the District recorded 46.5 per 100 000 live births. The Province has a maternal mortality ratio target of 65 by 2019. **Births to teenage mothers:** In 2015, the delivery rate to women under 18 years in the District was 6.1 per cent. At 4.3 per cent, Stellenbosch's rate is lower than the District rate.

Termination of pregnancy: Stellenbosch's termination of pregnancy rate of 0.4 per 1 000 live births is lower than the District's 0.7 per cent. Overall almost all of the indicators for child and maternal health have improved in the last year which indicates that Stellenbosch is making progress towards reaching its health targets. The only concern is with regards to its immunisation rate which has decreased in the last year.

2.4 POVERTY

The intensity of poverty as well as the poverty headcount of municipalities is analysed in this section. The intensity of poverty is measured by calculating the Poverty Gap Index, which is the average poverty gap in the population as a proportion of the poverty line. The Poverty Gap Index estimates the depth of poverty by considering how far, on the average, the poor are from that poverty line. The Poverty Gap Index is a percentage between 0 and 100 per cent. A theoretical value of zero implies that no one in the population is below the poverty line. Individuals whose income is above the poverty line have a gap of zero while individuals whose income is below the poverty line would have a gap ranging from 1 per cent to 100 per cent, with a theoretical value of 100 per cent implying that everyone in the population has an income that is below the poverty line or zero. A higher poverty gap index means that poverty is more severe.

This section also provides information on annual household income for residents living within the Stellenbosch municipal Area. Poverty tends to be prevalent in areas where the majority of households fall within the low income bracket.

Poverty Headcount and Intensity

Area	Poverty Headcount (Percentage)		Poverty Intensity	
	2011	2016	2011	20
Stellenbosch	3.8	6.1	42.1	39
Cape Winelands District	2.5	3.1	42.0	41
Western Cape	3.6	2.7	42.6	40

The intensity of poverty, i.e. the proportion of poor people that are below the poverty line within the Stellenbosch municipal area, decreased from 42.1 per cent in 2011 to 39.8 per cent in 2016. This percentage is still high and should be moving towards zero as income of more households within the Stellenbosch municipal area moves away from the poverty line.

Household Income

The annual income for households living within the Stellenbosch municipal area shows the proportion of people that fall within the low, middle and high income brackets. Poor households fall under the low income bracket, which ranges from no income to just over R50 000 annually (R4 166 per month). An increase in living standards can be evidenced by a rising number of households entering the middle and high income brackets.

Amount (2016)	Cape Winelands District	Stellenbosch	
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No income	13.1	20.4	Low income
R1 – R6 327	1.9	2.0	
R6 328 – R12 653	3.5	3.5	
R12 654 – R25 306	13.4	10.6	
R25 307 – R50 613	20.1	16.6	
R50 614 – R101 225	18.4	15.5	Middle Income
R101 226 – R202 450	12.3	11.6	
R202 451 – R404 901	8.8	8.5	
R404 902 – R809 802	5.7	6.5	High income
R809 803 – R1 619 604	2.0	3.3	
R1 619 605 – R3 239 208	0.5	1.0	
R3 239 209 or more	0.4	0.7	

Approximately 53.1 per cent of households in Stellenbosch fall within the low income bracket, of which 20.4 per cent have no income. Less than fifty per cent of households fall within the middle to higher income categories, split between 35.6 per cent in middle income group and 11.5 per cent in the higher income group. A sustained increase in economic growth within the Stellenbosch municipal area is needed if the 2030 NDP income target of R110 000 per person, per annum is to be achieved.

Indigent Households

The Non-Financial Census of Municipalities released by Statistics South Africa in 2016 indicates increases or decreases of indigent households per municipal area between 2014 and 2015.

Area	2014	2015	Change
Stellenbosch	5 242	5 757	515
Cape Winelands District	39 368	38 374	-634
Western Cape	413 259	360 238	-53 021

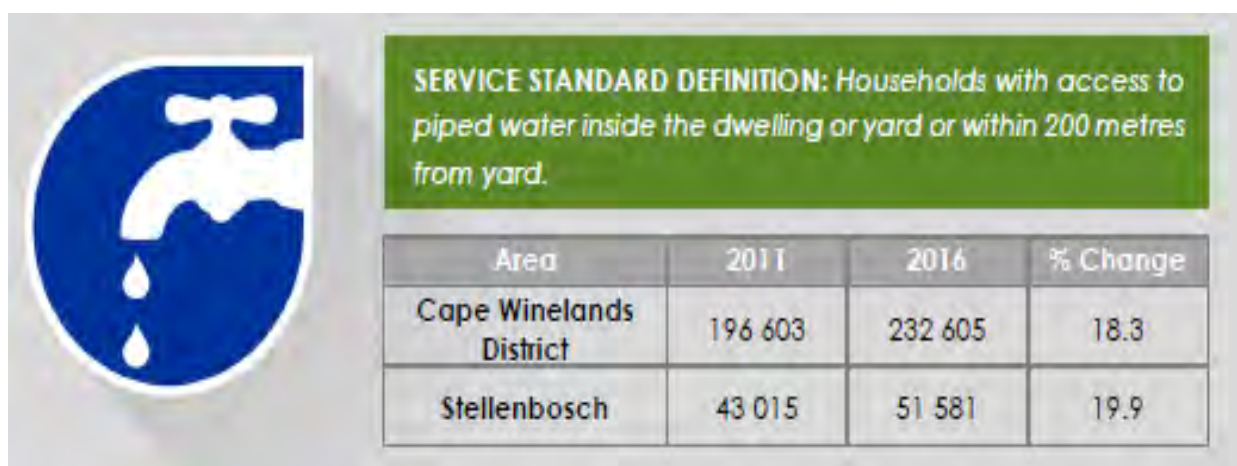
The Stellenbosch municipal area experienced an increase in the number of indigents between 2014 and 2015, implying increased burden on municipal financial resources.

2.5 BASIC SERVICE DELIVERY

The profile uses data from Census 2011 and the Community Survey of 2016 for the analysis of access to basic services. *Please note: Access level definitions for water and electricity were phrased differently in the respective Census 2011 and Community Survey 2016 questionnaires.*

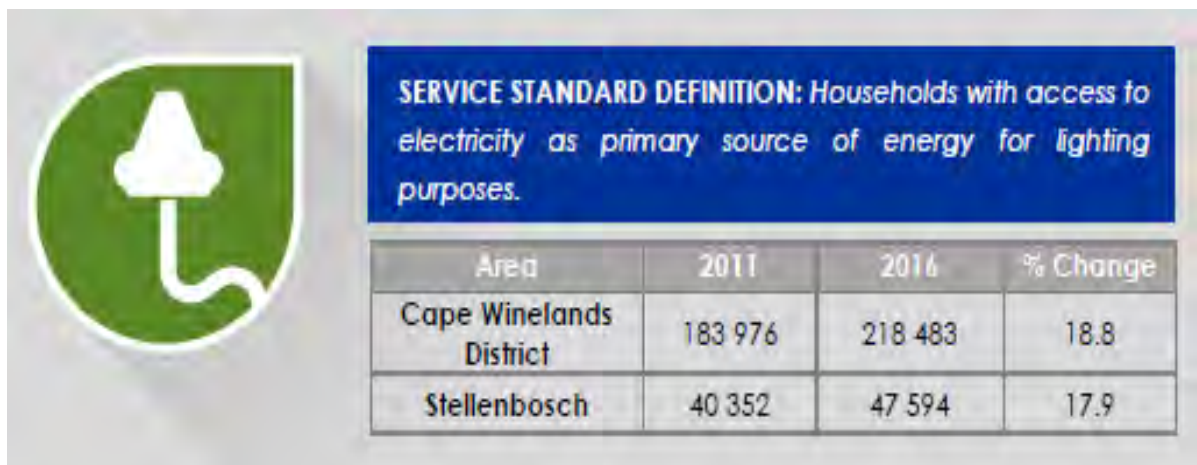
Access to Water

Statistics South Africa estimates the number of households in the Stellenbosch municipal area increased from 43 420 in 2011 to 52 374 in 2016. The biggest source of water in Stellenbosch municipal area in 2016 was access to piped water inside their dwelling/yard/or within 200 metres. Access to piped water for these categories increased by 19.9 per cent from 43 015 households in 2011 to 51 581 households in 2016 and increased by 18.3 per cent across the District over the same period.



Access to Electricity

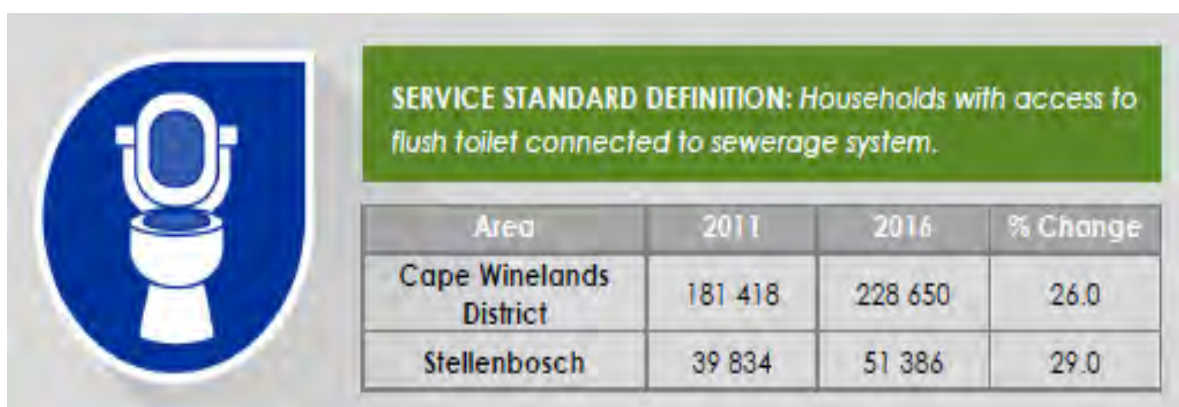
The biggest source of energy for lighting purposes in Stellenbosch municipal area in 2016 was electricity. However, 2.8 per cent of households make use of other sources of energy, i.e. sources which they do not pay for, generators, solar home systems, battery, and no access to electricity. Access to electricity for lighting purposes improved by 17.9 per cent from 40 352 households in 2011 to 47 594 households in 2016 and increased by 18.8 per cent across the District over the same period.



Access to Sanitation

The biggest source of sanitation was access to flush toilets connected to a sewerage system/chemical toilet. Access to flush toilets connected to a sewerage system improved by 29.0 per cent from 39 834 households in 2011 to 51 386 households in 2016 and by 26.0 per cent across the District over the same period. In 2011, 91.7 per cent of the households in Stellenbosch enjoyed such level of access, while this percentage grew to 98.1 per cent in 2016 reflecting a total increase in access of 11 552 households.

Alarming, a total of 988 households (1.9 per cent of total households) within Stellenbosch still have to make use of other sanitation services i.e. to toilet facilities other than flushed and chemical (i.e. pit latrine, ecological toilets, bucket toilets or none).



Access to Refuse Removal

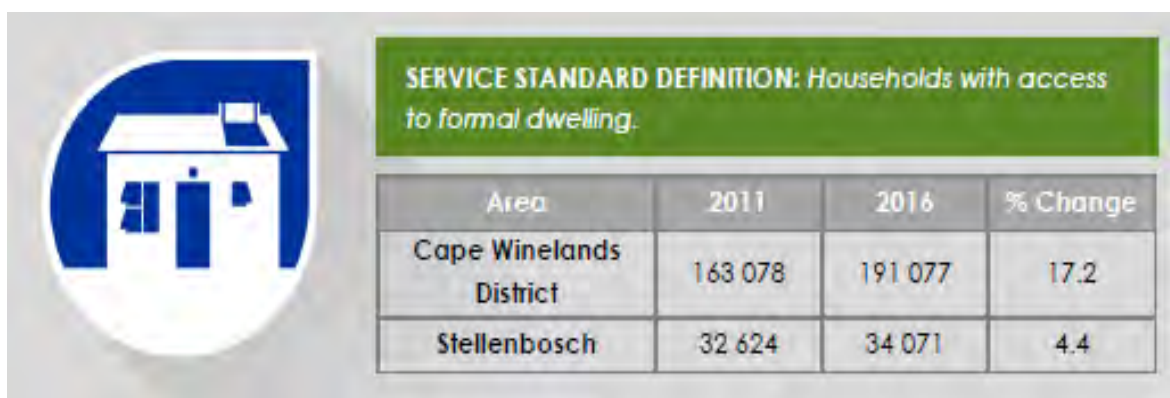
The majority of household in Stellenbosch has their refuse removed by local authorities at least weekly (71.0 per cent) and a further 7.7 per cent of households have refuse removed by the local authorities/private company less often. This percentage is significantly below the District's average of 81.8 per cent. It is of concern to note that 10.2 per cent of households (5 358) in Stellenbosch still have to make use of communal/own refusedumps.

Refuse removed by local authority once a week decreased by 1.5 per cent from 37 762 households in 2011 to 37 207 households in 2016 and increased by 21.8 per cent across the District over the same period.




Access to Housing

The majority of households in Stellenbosch area currently reside in formal dwellings (65.1 per cent) whilst 34.9 per cent of the households reside either in informal (17 829), traditional (366) and other (107) dwellings in 2016. In comparison, the municipality's percentage for formal households was 75.1 per cent in 2011. While the absolute figures increased by 4.4 per cent from 32 624 households in 2011 to 34 071 households in 2016, the housing market in Stellenbosch could not keep up with the demand. The same goes for the District, in which 81.0 per cent (191 077) of households currently reside in formal dwellings, coming from 82.3 per cent (163 078) in 2011.



2.6 SAFETY AND SECURITY

Murder



Area	2015	2016	% Change
Cape Winelands District (per 100 000)	37	34	-7.0
Stellenbosch (per 100 000)	45	45	0.0

Definition: Murder is a social contact crime resulting in the loss of life of the victim, but excludes cases where the loss of life occurred as a result of a response to a crime, for example self-defence.

The murder rate within Stellenbosch remained unchanged at 45 reported cases per 100 000 people between 2015 and 2016. The murder rate however decreased considerably by 7.0 per cent within the Cape Winelands District from 62 in 2015 to 58 in 2016. The murder rate nevertheless remains a major concern throughout the Cape Winelands District; especially in Stellenbosch area which experienced substantially higher cases of murder than the District.

Sexual Offences




Area	2015	2016	% Change
Cape Winelands District (per 100 000)	137	122	-10.8
Stellenbosch (per 100 000)	124	123	-0.9

Definition: Sexual offences includes rape (updated to the new definition of rape to provide for the inclusion of male rape), sex work, pornography, public indecency and human trafficking.

The cases of sexual offences in Stellenbosch decreased ever so slightly by -0.9 per cent from 124 incidences in 2015 to 123 in 2016. However, the cases of sexual offences in the Cape Winelands District dropped by 10.8 per cent from 137 in 2015 to 122 in 2016.

Drug-Related Crimes



Area	2015	2016	% Change
Cape Winelands District (per 100 000)	1 412	1 456	3.1
Stellenbosch (per 100 000)	1 195	1 444	20.9


Definition: *Drug-related crimes refers to the situation where the perpetrator is found to be in possession of, under the influence of, or selling illegal drugs. This is a crime detected through police activity rather than reports by members of the public. An increase in crimes of this nature may therefore reflect an increase in police.*

Drug-related crimes has a severe negative impact on human development by degrading the quality of life as it infiltrates all aspects of society including families, health, the work environment and the economy. Drug-related crimes within Stellenbosch increased sharply by 20.9 per cent from 1 195 reported cases per 100 000 people in 2015 to 1 444 cases in 2016. The Cape Winelands District is no exception, with drug-related crimes increasing by 3.1 per cent from 1 412 in 2015 to 1 456 in 2016.

Driving under the Influence

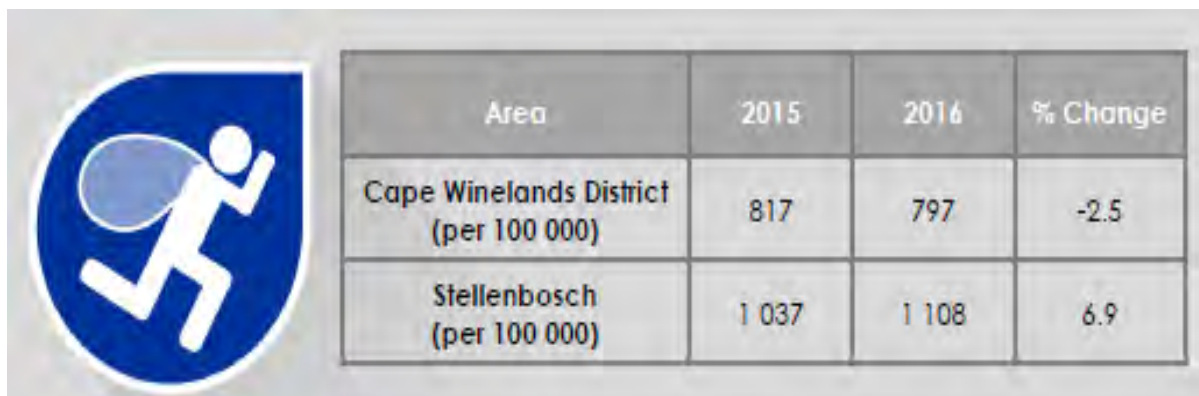
Driving under the influence (DUI): *DUI refers to a situation where the driver of a vehicle is found to be over the legal blood alcohol limit. This is a crime detected through police activity rather than reports by members of the public.*

The number of reported cases of driving under the influence of alcohol or drugs (per 100 000 people) in Stellenbosch remained unchanged at 102 between 2015 and 2016. However, the cases of driving under the influence of drugs and alcohol in the Cape Winelands District dropped significantly by 7.0 per cent from 115 in 2015 to 110 in 2016. Stellenbosch's cases of driving under the influence of drugs and alcohol remain below the District average.



Area	2015	2016	% Change
Cape Winelands District (per 100 000)	115	110	-7.0
Stellenbosch (per 100 000)	102	102	0.0

Residential Burglaries



Definition: Residential *burglary* is defined as the unlawful entry of a residential structure with the intent to commit a crime, usually a theft.

Given its regular occurrence and the psychological impact on victims, residential burglaries are an obstinate concern in South Africa. The number of residential burglaries cases within Stellenbosch area increased by 6.9 per cent from 1 037 in 2015 to 1 108 in 2016. However, residential burglaries within the Cape Winelands District declined by 2.5 per cent from 817 in 2015 to 797 in 2016. The cases of residential burglaries crimes nevertheless remain a major concern throughout the Cape Winelands District, especially in Stellenbosch which experienced a substantially higher rate of residential burglaries than the District.

2.7 THE ECONOMY

Economic growth at the municipal level is essential for the attainment of economic development, the reduction of poverty and improved accessibility. Fostering this growth requires an in-depth understanding of the economic landscape within which each respective municipality operates.

Stellenbosch comprised a massive R10.686 billion (or 24.1 per cent) of the Districts total R44.161 billion GDP as at the end of 2015, making it the region's economic hub. GDP growth averaged 3.0 per cent per annum over the period 2005 – 2015. This is marginally below the District average of 3.5 per cent. Average annual growth of 2.4 per cent in the post-recessionary period nevertheless comes in marginally below the long-term trend and the District average of 2.8 per cent.

Stellenbosch employed 20.0 per cent (75 039 labourers) of the Cape Winelands District's labour force in 2015, and employment growth remained fairly moderate, averaging 2.2 per cent per annum since 2005, which was on par with the overall district employment growth rate of 1.9 per cent per annum. Employment growth has recovered marginally in the post-recessionary period (2010 - 2015) averaging 2.4 per cent per annum (which is below the district's rate of 2.9 per cent over the period 2010 – 2015). Stellenbosch has experienced job losses prior to and during the recession, but these jobs have been recovered and approximately 14 268 (net) additional jobs have been created since 2005. The majority (30.7 per cent or 23 064 workers) of the employed workforce Stellenbosch operate within the informal sector, which has grown by 9.0 per cent per annum on average since 2005. Most of the job created experienced during the recession emanated from this sector. The low-skilled sector employed 24.0 per cent of the municipality's workforce, and contracted by 1.1 per cent per annum on average since 2005. The semi-skilled sector (which employs 22 073 workers or 29.4 per cent of the municipality's workforce) experienced marginal growth of 1.3 per cent per annum over the past decade. The skilled sector employed a substantial 11 889 workers, and grew at a steady rate of 1.2 per cent per annum since 2005. A detailed sectoral analysis is provided in the ensuing section.

Primary Sector

Agriculture, Forestry and Fishing

This sector comprised R669.0 million (or 6.3 per cent) of the Municipality's GDP in 2015. It displayed 'placid' growth of 1.4 per cent for the period 2005 - 2015, but growth has nevertheless contracted in the post-recessionary period (the sector experienced contraction of 0.8 per cent over the period 2010 – 2015). Agriculture, forestry and fishing employed 12.4 per cent of the municipality's workforce. Employment growth over the period 2005 – 2015 has contracted by 2.4 per cent per annum on average. Employment picked up significantly after the recession and grew at a rate of 3.1 per cent per annum on average since 2010. On net employment, 2 976 jobs have been lost since 2005 - not all of the jobs lost prior to and during the recession have been recovered.

The labour force in the primary sector is characterised by a relatively large proportion of low- skilled labour. The majority (58.2 per cent or 5 432 workers) of the workforce in agriculture, forestry and fishing operate

within the low-skill sector, which has experienced a contraction of 3.1 per cent since 2005, but nevertheless grew by 2.9 per cent per annum over the post-recession period (2010 – 2015). The semi-skilled sector employs 1 844 workers and the sector has contracted at a rate of 2.5 per cent per annum since 2005 but experienced a notable recovery of 3.5 per cent per annum over the post-recession period term (2010 – 2015). The skilled sector employs the smallest proportion of the industry's workforce (5.0 per cent or 469 workers). This segment has shown robust growth post-recession (3.8 per cent per annum), but a 2.3 per cent per annum contraction over the long term (2005 – 2015). The informal sector makes up 17.0 per cent of the industry's workforce and was the only sector to experience long term growth (albeit marginal) as employment grew by 1.1 per cent per annum over the period 2005 – 2015. Informal employment within the agriculture, forestry and fishing industry furthermore experienced robust growth of 3.1 per cent per annum since 2010.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R669.0 million	1.4%	-0.8%
Employment		9 334	-2.4%	3.1%
Skill Levels	Skilled	469	-2.3%	3.8%
	Semi-skilled	1 844	-2.5%	3.5%
	Low-skilled	5 432	-3.1%	2.9%
	Informal	1 589	1.1%	3.1%

Secondary Sector

Manufacturing

The manufacturing sector comprised R1.760 billion (or 16.5 per cent) of the Municipality's GDP in 2015. The sector has experienced contraction of 0.2 per cent per annum on average over the period 2005 – 2015. GDP growth in the latter half of the decade (0.5 per cent for period 2010 – 2015) was below that of the long term trend for the industry and the overall municipal GDP growth rate (2.4 per cent) over the period under review as the sector manages to recover after the recession. The manufacturing industry employed 10.3 per cent of the Municipality's workforce.

Employment growth has shed jobs (1 128) over the past decade contracting at 0.6 per cent per annum over the period 2005 – 2015. Employment has nevertheless remained at a similar level in the post-recessionary period, contracting at 1.0 per cent per annum. A disproportionately large number of workers (employed in the manufacturing sector) are classified as semi-skilled (40.9 per cent) and low-skilled (24.2 per cent). Only 13.3 per cent of those employed in the manufacturing sector are categorised as skilled and a similar number (21.6 per cent) operate within the informal sector. This sector has experienced contraction of employment in the post-recessionary period at 0.3 per cent.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R1.760 billion	-0.2%	0.5%
Employment		7 694	-0.6%	-1.0%
Skill Levels	Skilled	1 023	0.0%	-0.3%
	Semi-skilled	3 146	-0.3%	-0.4%
	Low-skilled	1 861	-2.2%	-2.5%
	Informal	1 664	1.2%	-0.3%

Construction

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R423.1 million	6.4%	2.5%
Employment		4 789	4.4%	3.4%
Skill Levels	Skilled	278	3.3%	1.4%
	Semi-skilled	1 473	1.1%	-0.6%
	Low-skilled	666	-0.1%	-2.5%
	Informal	2 372	10.3%	9.8%

The construction sector comprised R423.1 million (or 4.0 per cent) of the Municipality's GDP in 2015, making it the fifth largest sector in the region. Construction has nevertheless witnessed robust growth since 2005, with growth averaging 6.4 per cent per annum. GDP growth has nevertheless slowed since the recession and grew by 2.5 per cent over the period 2010 – 2015 as the sector struggles to fully recover after the recession and consequently struggles to maintain its position as fastest growing industry. The construction sector employed only 6.4 per cent of the Municipality's workforce.

Employment in the Municipality's construction sector has grown by 4.4 per cent per annum since 2005. Approximately 1 300 jobs have been created since 2005. However, subdued growth has been witnessed over the period 2010 – 2015 (where employment growth grew by

3.4 per cent per annum). The majority (49.5 per cent or 2 372) of the workers employed in the construction industry operate within the informal sector. Employment growth within this sector has been consistently high since 2005 (10.3 per cent). Low-skilled employment makes up

13.9 per cent and semi-skilled employment makes up 30.8 per cent of the workforce in the construction industry, and both sectors have been experiencing contractions after the recession. Workers employed in these sectors who have lost their jobs may have found employment in the informal sector. Skilled employment makes up only 5.8 per cent of the construction industry's workforce, and has experienced a measured growth rate over the past decade, with growth decelerating since 2010.

Tertiary Sector

Commercial Services

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R5.921 billion	4.6%	3.7%
Employment		35 846	4.6%	3.1%
Skill Levels	Skilled	5 824	1.8%	1.5%
	Semi-skilled	11 495	2.4%	2.0%
	Low-skilled	4 606	1.7%	1.3%
	Informal	13 921	11.9%	5.6%

Commercial services encompass the wholesale and retail trade, catering and accommodation, transport, storage and communication and finance, insurance, real estate & business services industries. This sector comprised R5.921 billion (or 55.4 per cent) of the Municipality's GDP in 2015 (the largest sector in the region). The industry grew steadily over the period 2005 – 2015 (4.6 per cent per annum compared to the overall municipal average of 3.0 per cent), the sector displayed sluggishness in the post-recessionary period continuing to grow at a rate of

3.7 per cent per annum on average. This sector employed 47.8 per cent of the municipality's workforce (making it the largest employer).

Employment has shown moderate growth throughout the past decade recording a 4.6 per cent growth rate per annum. Employment growth has not maintained this trajectory, tapering off (3.1 per cent) over the period 2010 – 2015 as the sector remains on par with the sluggish growth across other industries in the municipality post-recession (overall municipal employment growth averaged 2.4 per cent per annum over this period). The commercial services industry has created 12 494 jobs on net since 2005. A large proportion (32.1 per cent) of

the industry's workforce are classified as semi-skilled, while 12.8 per cent are classified as low-skilled and 16.2 per cent are classified as skilled. The low-skilled/semi-skilled/skilled workforce has shown moderate growth both prior to and post-recession. Informal employment within the commercial services industry makes up 38.8 per cent of the industries workforce and has experienced robust growth of 11.9 per cent per annum since 2005, and lower but still strong growth of 5.6 per cent per annum over the last 5 years.

Government and Community, Social and Personal Services

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R1.79 billion	2.4%	1.9%
Employment		17 207	3.0%	2.2%
Skills	Skilled	4 257	1.2%	0.9%
	Semi-skilled	4 033	2.8%	2.5%
	Low-skilled	5 415	0.7%	0.2%
	Informal	3 502	16.0%	8.2%

The general government & community, social and personal services is relatively small (comprising only 16.7 per cent or R1.79 billion of the Municipality's overall GDP in 2015). The industry experienced GDP growth of 2.4 per cent over the period 2005 – 2015 (and marginally decreased to a rate of 1.9 per cent per annum since 2010). The industry however employs a noteworthy share (22.9 per cent) of the Municipality's workforce and its employment growth over the period 2005 – 2015 averaged 3.0 per cent per annum.

Employment growth has tapered off somewhat (2.2 per cent) since the recession. The majority (31.5 per cent) of the industry's workforce are classified as low-skilled, while 23.4 per cent falls within the semi-skilled category and 24.7 per cent are classified as skilled. Employment in the skilled category grew moderately at 1.2 per cent over the period 2005 - 2015 overall, and has slowed slightly since 2010 recording a figure of 0.9 per cent. Semi-skilled employment grew at a modest rate of 2.8 per cent per annum since 2005, which persisted in the post-recessionary period at 2.5 per cent. Employment growth among the low-skilled workforce grew by 0.7 per cent for the period 2005 – 2015. The informal sector employ 20.4 per cent of the industries workforce, recording stellar growth of 16.0 per cent per annum over the period 2005 – 2015 (this growth nevertheless stemming from a small base), halving to 8.2 per cent in the post-recessionary period.

2.8 BROADBAND

As broadband penetration is an official Western Cape Government (WCG) Game Changer, the Province has a broadband vision that by 2030, every citizen in every town and village will have access to affordable high speed broadband infrastructure and services, will have the necessary skills to be able to effectively utilise this infrastructure and is actively using broadband in their day to day lives.

Striving towards this vision, the WCG aims to by 2020 improve business competitiveness and the livelihoods of citizens through various broadband initiatives. This 2020 objective includes the goal of increasing internet penetration in the Province to 70 per cent. The WCG has allocated R1.6 billion towards this Game Changer across the 2016 MTEF.

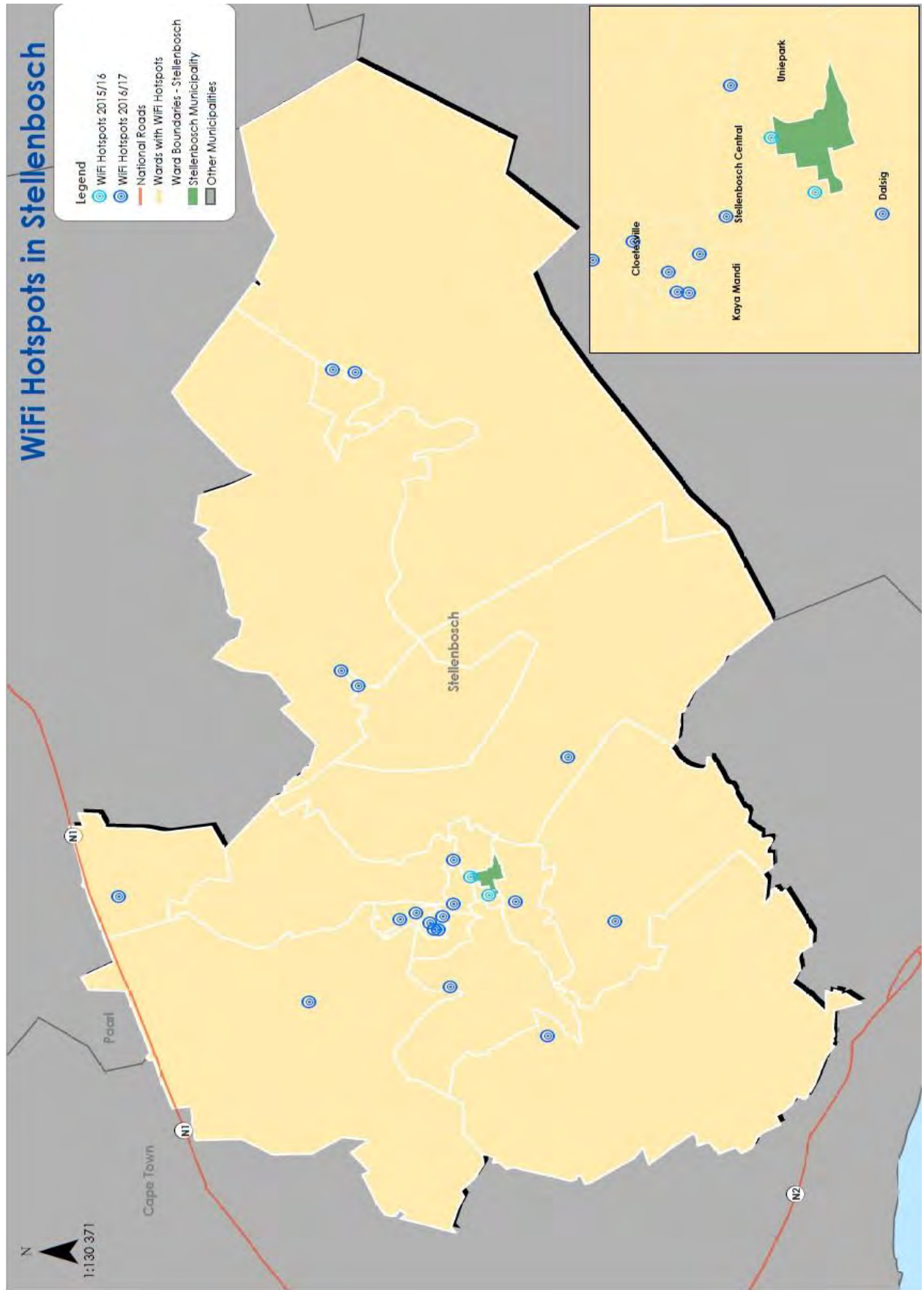
One such initiative entails the establishment of a Wi-Fi hotspot at a provincial government building (schools, libraries, clinics, community centres and other public facilities) in each ward of each local municipality across the Province. These hotspots will allow limited access (250 Mb per month) to each user, as well as to allow free of charge access to all gov.za websites.

¹All 22 wards within the Stellenbosch Municipality current have a WCG Wi-Fi hotspot. The location of these hotspots is reflected in the map attached hereto.



¹ Statistics and information contained in Chapter 2 were obtained from the Stellenbosch Socio-Economic Profile (WesternCape Government, 2016)

WiFi Hotspots in Stellenbosch





CHAPTER THREE: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

3.1 POLITICAL REPRESENTATION AND GOVERNMENT STRUCTURES

The Council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Its primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as policy makers, Councillors are also actively involved in community work and in the various social programmes in the municipal area.

(a) Council

Stellenbosch Municipality is represented by 43 councillors, of whom 22 were elected directly as ward councillors, with the rest being elected on the basis of the proportion of votes cast for the different political parties. The situation, after the election of the new Council, during the 2016/17 financial year, was as follows:

Political Party	Number Of Councillors
DA (Democratic Alliance)	30
ANC (African National Congress)	8
EFF (Economic Freedom Fighters)	2
PDM (People's Democratic Movement)	1
ACDP (African Christian Democratic Party)	1
DNCA (Democratic New Civic Association)	1
TOTAL	43

Table 2: Council Political Representation

Below is a table that categorised the councillors within their specific political parties and wards:

Name of councillor	Capacity	Political Party	Ward representing or proportional
F Adams	Part-time	DNCA	Proportional Representative (PR)
DS Arends	Part-time	ACDP	PR
R Badenhorst	Part-time	DA	Ward Councillor: Ward 21
GN Bakubaku-Vos (Ms)	Part-time	ANC	PR
FT Bangani-Menziwa (Ms)	Part-time	ANC	Ward Councillor: Ward 13

Name of councillor	Capacity	Political Party	Ward representing or proportional
PW Biscombe	Mayco member	DA	Ward Councillor: Ward 17
PR Crawley (Ms)	Part-time	DA	PR
A Crombie (Ms)	Part-time	DA	Ward Councillor: Ward 20
JN De Villiers	Mayco member	DA	PR
M De Wet	Part-time	DA	Ward Councillor: Ward 9
R Du Toit (Ms)	Part-time	DA	Ward Councillor: Ward 10
A Florence	Part-time	DA	PR
AR Frazenburg	Mayco member	DA	Ward Councillor: Ward 1
E Fredericks (Ms)	Part-time	DA	Ward Councillor: Ward 18
E Groenewald (Ms)	Mayco member	DA	Ward Councillor: Ward 22
LK Horsband (Ms)	Part-time	EFF	PR
J Hamilton	Part-time	DA	PR
A Hanekom	Part-time	DA	Ward Councillor: Ward 7
DA Hendrickse	Part-time	EFF	PR
JK Hendriks	Part-time	DA	Ward Councillor: Ward 19
N Jindela	Deputy Executive Mayor	DA	PR
M Johnson	Part-time	DA	Ward Councillor: Ward 4
DD Joubert	Speaker	DA	Ward Councillor: Ward 5
NS Louw	Part-time	DA	PR
N Mananga-Gugushe (Ms)	Part-time	ANC	Ward Councillor: Ward 12

Name of councillor	Capacity	Political Party	Ward representing or proportional
C Manuel	Part-time	DA	Ward Councillor: Ward 3
LM Mqheba	Part-time	ANC	PR
N McOmbring (Ms)	Part-time	DA	Ward Councillor: Ward 6
XL Mdemka (Ms)	Mayco member	DA	PR
RS Nalumango (Ms)	Part-time	ANC	PR
N Olayi	Part-time	DA	PR
MD Oliphant	Part-time	ANC	PR
S Peters	Mayco member	DA	PR
WC Petersen (Ms)	Chief Whip	DA	Ward Councillor: Ward 2
MM Pietersen	Part-time	DA	PR
WF Pietersen	Part-time	PDM	PR
S Schäfer	Part-time	DA	PR
JP Serdyn (Ms)	Mayco member	DA	Ward Councillor: Ward 11
N Sinkinya (Ms)	Part-time	ANC	Ward Councillor: Ward 15
P Sitshoti (Ms)	Part-time	ANC	Ward Councillor: Ward 14
Q Smit	Mayco member	DA	Ward Councillor: Ward 8
G Van Deventer (Ms)	Executive Mayor	DA	PR
E Vermeulen (Ms)	Part-time	DA	Ward Councillor: Ward 16

Table 3: Ward Councillors & Proportional Councillors

(b) Executive Mayoral Committee (MAYCO)

The Executive Mayor of the Municipality, Advocate Gesie van Deventer, assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive

powers are vested in her to manage the day-to-day affairs. This means that she has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, besides the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee.

The name and portfolio of each Member of the Mayoral Committee is listed in the table below:

Name of member	Capacity
Cllr G van Deventer	Executive Mayor
Cllr N Jindela	Deputy Executive Mayor
Cllr PW Biscombe	Mayco member
Cllr J De Villiers	Mayco member
Cllr AR Frazenburg	Mayco member
Cllr E Groenewald	Mayco member
Cllr XL Mdemka	Mayco member
Cllr S Peters	Mayco member
Cllr JP Serdyn	Mayco member
Cllr Q Smit	Mayco member

Table 4: Executive Mayoral Committee

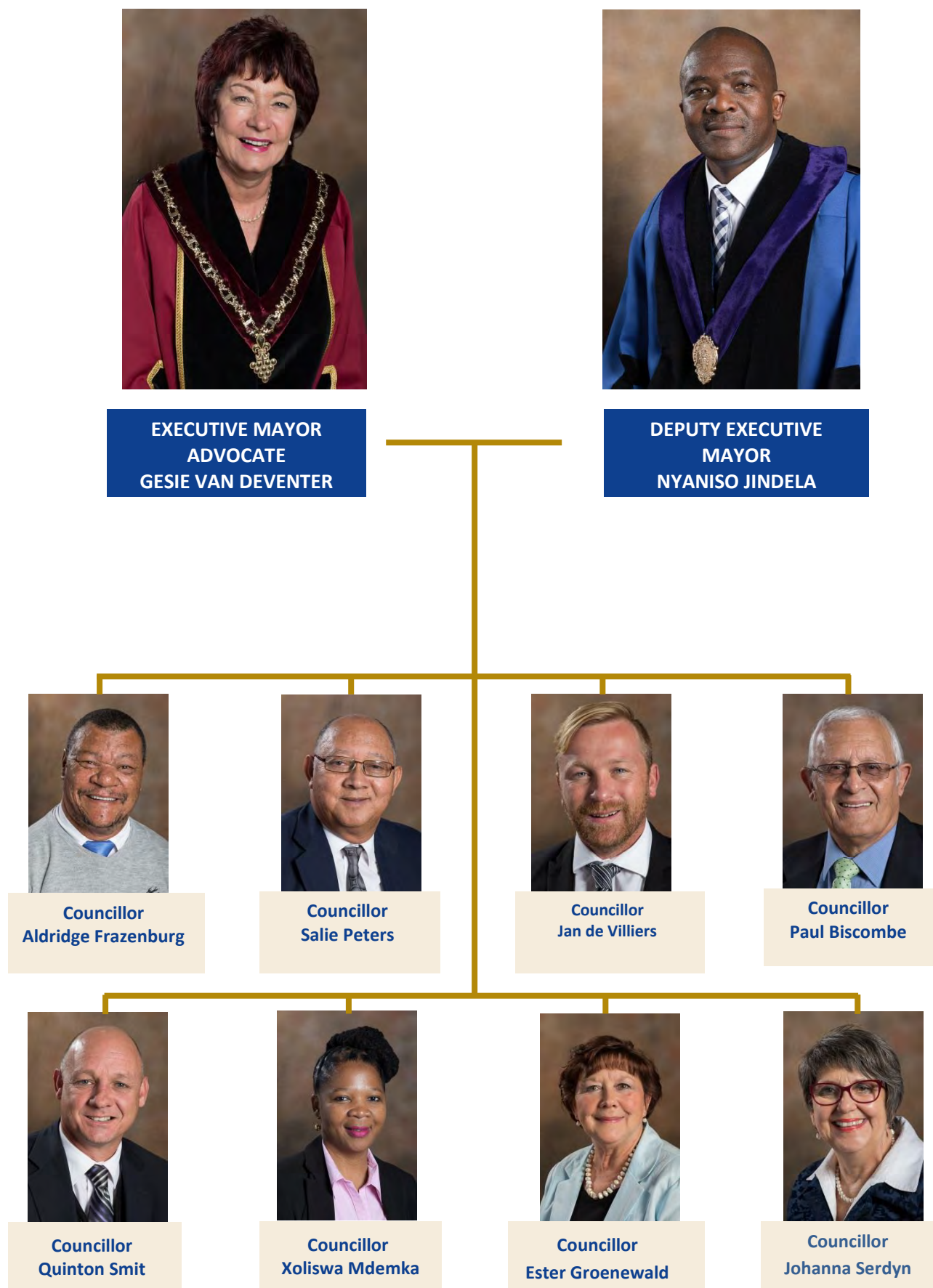


Figure 2: Executive Mayoral Committee

(c) Portfolio Committees

Section 80 of the Municipal Structures Act, 1998 determines that if a council has an executive committee it may appoint, in terms of section 79, committees of councillors to assist the executive committee or executive mayor. Section 80 committees are permanent committees that specialise in a specific functional area of the Municipality and, in some instances, may make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to Council.

The portfolio committees for the 2016/2017 Mayoral term and their chairpersons are provided in Table 5 below:

Name of Portfolio Committee	Capacity
<i>Community Development and Community Services Committee:</i> AR Frazenburg	Portfolio Chairperson
<i>Corporate and Strategic Services Committee:</i> E Groenewald	Portfolio Chairperson
<i>Economic Development and Planning Committee:</i> JP Serdyn	Portfolio Chairperson
<i>Financial Services Committee:</i> S Peters	Portfolio Chairperson
<i>Human Settlements Committee:</i> PW Biscombe	Portfolio Chairperson
<i>Infrastructure Committee:</i> JN de Villiers	Portfolio Chairperson
<i>Protection Services Committee:</i> Q Smit	Portfolio Chairperson
<i>Youth, Sport and Culture Committee:</i> XL Mdemka	Portfolio Chairperson

Table 5: Portfolio Committees and Chairpersons

3.2 REPRESENTATIVE FORUMS

a) Labour Forums

Table 6 below lists the members of the Local Labour Forum:

Name of representative	Capacity
Ms R du Toit	Councillor
Ms E Fredericks	Councillor
Ms E Groenewald	Councillor
Ms LK Horsband	Councillor
Ms XL Mdemka	Councillor

Name of representative	Capacity
Ms RS Nalumango	Councillor
V Bowers	Acting Director: Strategic and Corporate Services
W Pretorius	Acting Director: Engineering Services
G Esau	Director: Community and Protection Services
M Wüst	Chief Financial Officer
T Mfeya	Integrated Human Settlements
Mr A van Rooyen	HR Manager
J Brown	SAMWU Representatives
J Erasmus	SAMWU Representatives
S Fortuin	SAMWU Representatives
L Jansen	SAMWU Representatives
B Kiva	SAMWU Representatives
P Solomons	SAMWU Representatives
H Coffee	IMATU Representatives
D Williams	IMATU Representatives
H Wanza	IMATU Representatives
T Gilbert	IMATU Representatives
E Vergotine	IMATU Representatives

Table 6: Local Labour Forum

3.3 THE ADMINISTRATION

The Municipal Manager is the Chief Accounting Officer of the Municipality. She is head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. She is assisted by her direct reports, who make up the Management Team. The structure of the management team is outlined in Table 7 below:

Directorate/ Business Centre	Responsibilities	Name	Designation
Office of the Municipal Manager	Strategic Management, Internal Audit, Risk Management, Intergovernmental Relations	Geraldine Mettler	Municipal Manager
Financial Services	Revenue management, expenditure management; budget preparation and management, management of financial statements, supply chain management; asset management	Marius Wüst	Chief Financial Officer
Strategic and Corporate Services	Integrated development planning, corporate strategy and policy formulation and management, performance management, knowledge management, communications, inter-governmental relations, international relations, human resources and Information Technology	Vernon Bowers	Acting Director: Strategic and Corporate Services

Engineering Services	Transport, roads and storm water; water services, electrical services, mechanical workshops, area cleaning, solid waste management, development and project management, drawing office	Willem Pretorius	Acting Director: Engineering Services
Planning and Economic Development	Management and planning of heritage and environmental resources; spatial planning and land use management, stakeholder management, neighborhood revitalization, community development, local economic development and tourism	Duprè Lombaard	Director: Planning and Economic Development
Community and Protection Services	Disaster management, social conflict management, fire services, traffic services, law enforcement, security services, land invasion, VIP Protection, By-law enforcement, safety/disaster control room, fleet management, libraries, cemeteries, sport and parks and recreation.	Gerald Esau	Director: Community and Protection Services
Integrated Human Settlements	Housing, informal settlement upgrade and management, housing management and Property management	Tabiso Mfeya	Director: Integrated Human Settlements

Table 7: The Administration

As part of the Fourth Generation IDP preparation process, the Mayoral Committee reviewed the effectiveness of the macro-organisational structure to deliver on the Municipality's strategy and service delivery mandate.

Specifically, it was found that:

- A more focused planning and economic development directorate is required.
- Issues of community safety and community development will be better addressed if combined in one directorate.
- The provision and management of current and future residential opportunities will be best served through a dedicated directorate focused on integrated human settlement development and management.

The new macro structure, illustrated below in Diagram 3, was agreed to by the previous Council, during May 2012.

The Stellenbosch Municipality currently employs 1151 (excluding non-permanent positions) officials and 798 temporary appointments, who individually and collectively contribute to the achievement of the Municipality's objectives.

The key performance management instrument of the Municipality is the Service Delivery and Budget Implementation Plan (SDBIP). Linked to the IDP, the SDBIP forms the basis of the performance contracts of directors and quarterly, mid- year and annual performance reviews of senior management, directorates and the municipality.

The macro structure, illustrated below, was agreed to by Council during May 2012:

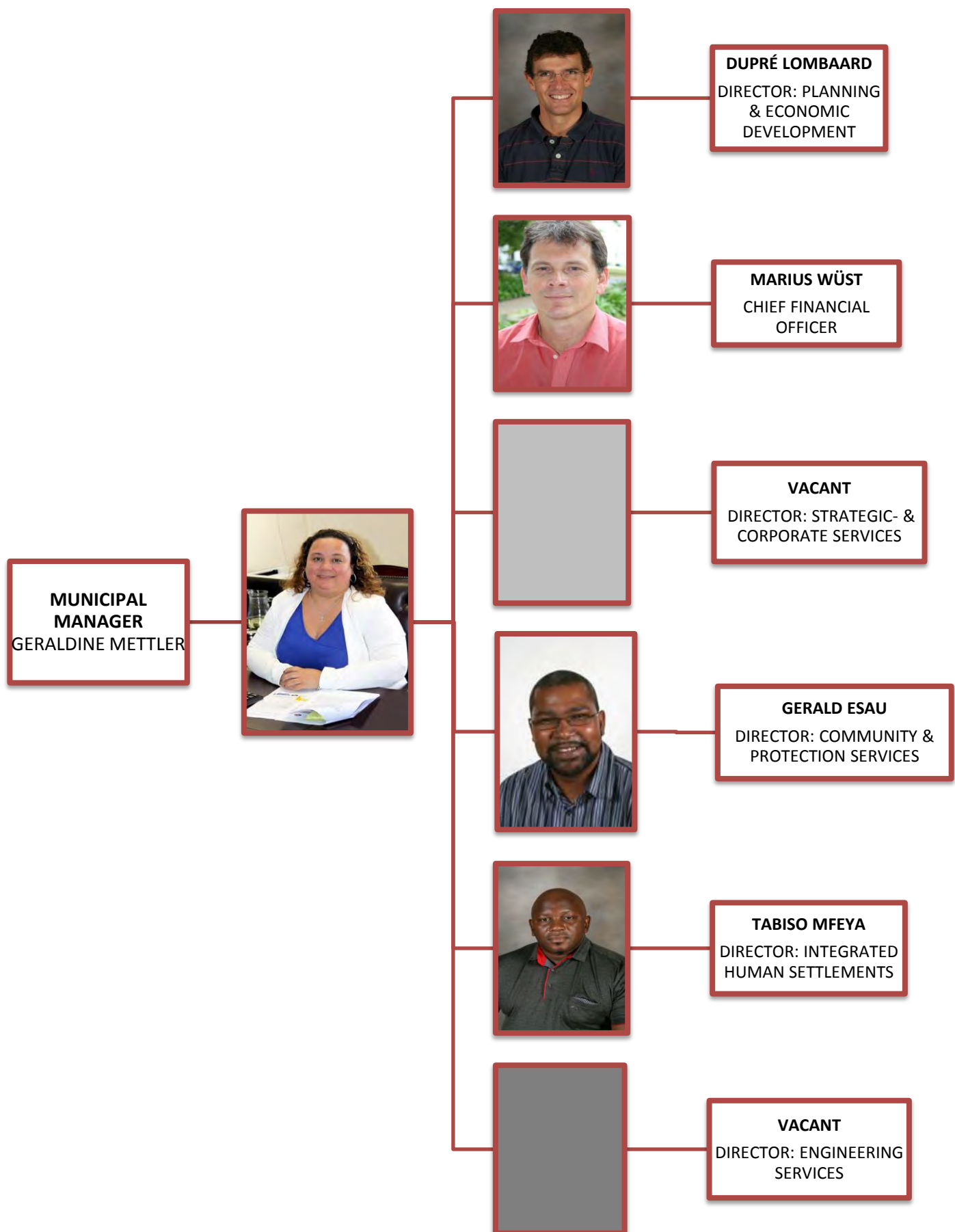


Figure 3: Macro structure

3.4 PUBLIC ACCOUNTABILITY

MSA section 15 (b) requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16 (i) states that a municipality must develop a system of municipal governance that complements formal representative governance with a system of participatory governance. Section 18 (i)(d) requires a municipality to supply its community with information concerning municipal governance, management and development.

The participation outlined above is required in terms of:

- The preparation, implementation and review of the IDP;
- The establishment, implementation and review of the performance management system;
- The monitoring and review of performance, including the outcomes and impact of such performance; and
- The preparation of the municipal budget.

3.5 CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered and controlled. Corporate governance also encompasses the relationships among the many stakeholders involved and the goals for which the institution is governed.

(a) Risk Management

Section 62 of the Municipal Finance Management Act (MFMA), No. 56 of 2003, states that the Accounting Officer should take all reasonable steps to ensure that the Municipality has and maintains effective, efficient and transparent systems of financial and **risk management** and internal control, as well as the effective, efficient and economical use of the resources of the municipality.

(b) Anti-Corruption and anti-fraud

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption, while the Municipal Finance Management Act (MFMA), section 112(1) (m) (i), identifies supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimise the likelihood of corruption and fraud.

(c) Audit Committee

The Municipal Audit Committee, appointed in terms of Section 166 of the MFMA, has also been appointed as the Performance Audit Committee.

Section 166(2) of the MFMA states that an audit committee is an independent advisory body that must:

(a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –

- internal financial control and internal audit;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting information;
- performance management;
- effective governance;
- compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
- performance evaluation; and any other issues referred to it by the municipality.

Name of representative	Capacity
R. Gani (Ms)	Chairperson
J. Fairbairn (Mr)	Member
Dr NL. Mortimer (Mr)	Member
VACANT (since February 2017 – will be appointed at the April 2017 Council Meeting)	Member
VACANT (since February 2017 – will be appointed at the April 2017 Council Meeting)	Member

Table 8: Members of the Audit Committee

3.6 WARD COMMITTEES

Stellenbosch Municipality implements the Ward Committee system.

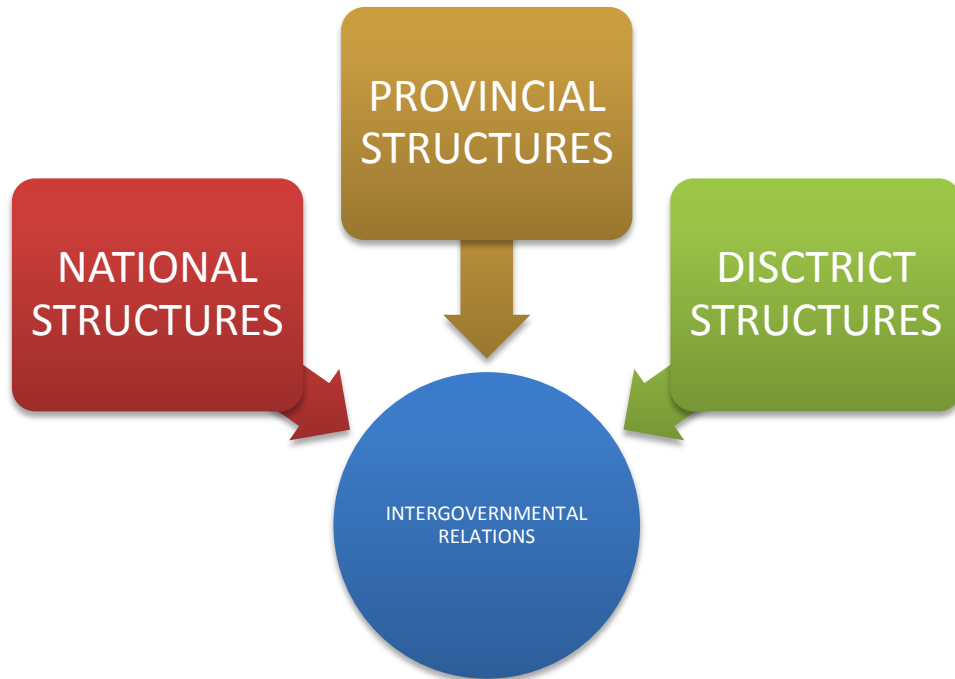
Ward committees are a part of local governance and an important way of achieving the aims of local governance and democracy mentioned in the Constitution of 1996. A general understanding has emerged that a ward committee is an area-based committee.



3.7. PARTNERSHIPS

In order to ensure effective service delivery, it is essential that high levels of cooperation exist between all three spheres of government. Effective inter-governmental relations (IGR) structures are especially important to the developmental role of municipalities. This role can only be fulfilled through the active involvement of all spheres of government in the setting of priorities, resource allocation and development planning.

There are different structures in place to improve intergovernmental relations:



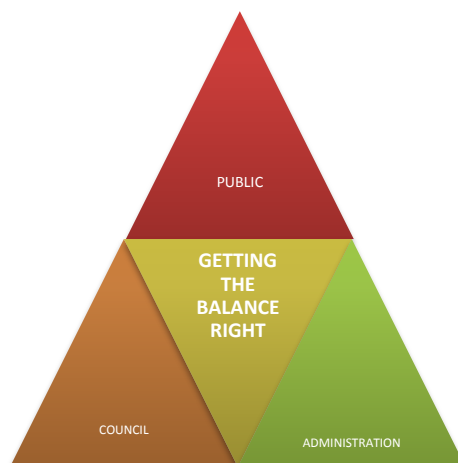
The Stellenbosch Municipality actively participates in the existing IGR structures, such as these Joint Planning Initiative Projects between Stellenbosch Municipality and Provincial Government Sector Departments:

JPI nr.	Provincial Strategic Goals (PSG) link	JPI Type	Agreed JPI Projects
JPI 1_012	PSG 1: Create opportunities growth and jobs	Economic Growth Initiatives	Agri value chain 1. Reduction of regulatory inhibitors impacting agri value chain; 2. Structured mechanism to engage business; 3. Developing innovation hubs for Agri value chain.
JPI 1_027	PSG 2: Improve Education outcomes and opportunities for youth development	Education and Skills Development	Establish Stellenbosch Municipality as a centre of innovation in terms of youth empowerment 1. Sports, Arts and Culture programme;
JPI 1_037	PSG 4: Enable a resilient, sustainable, quality and inclusive living environment	Environmental Management	Solid Waste management 1. Identifying an adequate Landfill site (Perhaps regional landfill site); 2. Exploring alternative technology in dealing with waste.

JPI nr.	Provincial Strategic Goals (PSG) link	JPI Type	Agreed JPI Projects
JPI 1_058	PSG 4: Enable a resilient, sustainable, quality and inclusive living environment	Integrated Settlement Development	Urban redevelopment 1. Integrated Urban Development Plan; 2. Urban renewal project;
JPI 1_058	PSG 4: Enable a resilient, sustainable, quality and inclusive living environment	Integrated Settlement Development	Transit orientated development 1. Mobility strategy; 2. Implementation of integrated transport plan.
JPI 1_080	PSG 4: Enable a resilient, sustainable, quality and inclusive living environment	Investment in Bulk Infrastructure	Infrastructure provision 1. Plan to address critical Infrastructure Backlogs; 2. Longer term delivery and financing strategy.
JPI 1_100	PSG 3: Increase wellness and safety, and tackle social ills	Safety	1. Promote Professional policing through systems of effective oversight 2. Contribute to the safety of all public buildings and spaces 3. Establish viable safety partnerships within communities

3.8 PARTNERING AND COLLABORATION

A municipality can be viewed as the set of relationships between the **people**, the **council**, and the **administration**. At Stellenbosch municipality, we value these relationships and constantly promote different partnership initiatives to maximise resources and improve service delivery.



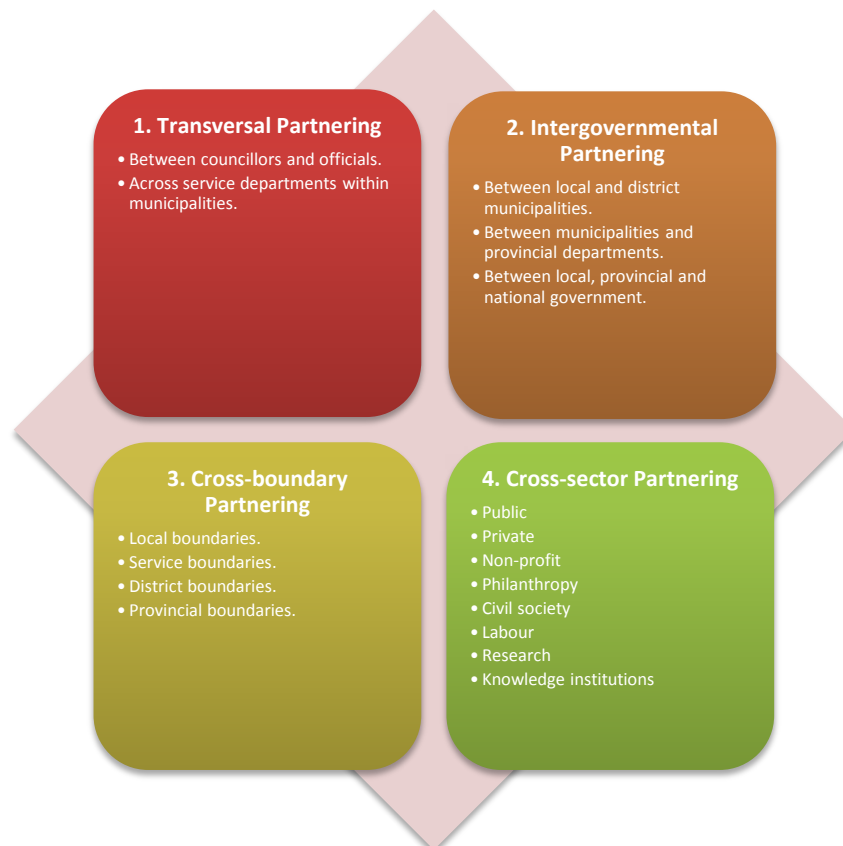
- Most socio-economic levers are not at municipal level, so municipalities must leverage the resources and mandates of other spheres of government.
- Municipal economic development is different from other service delivery functions, dealing with diverse **geographies**, **timeframes**, **markets**, and **stakeholders**. This calls for a partnering approach.
- Economic development, social development and spatial planning are closely linked.
- Municipalities need to have the capacity to engage, facilitate, communicate, steer and influence.

A partnership approach is typically based on three elements.

- Shared vision
- Common agenda
- Joint action



Partnering can be broken down into different types: The ultimate objective is to understand the different types of partnering for successful integrated development planning.



Leadership

We realise that partnerships only work if leaders are willing and able to collaborate, and institutions develop a collaborative culture and therefor promotes collaborative institutional culture and collaborative leadership for the following reasons:

Collaborative leaders can:

- Understand and communicate the big picture.
- Encourage input and participation from others.
- Translate divergent perspectives and languages.
- Embrace diversity and difference.

Collaborative institutional culture:

- Is flexible and responsive.
- Starts with the problem, rather than the mandate.
- Promotes all partners within a common system.
- Creates spaces for experimentation and innovation.
- Is solution-based.

The Municipality engages in numerous partnerships to facilitate service delivery. The demonstration of the importance of partnerships for the Municipality, is illustrated in the Table 9 below:

NAME OF PARTNER/ PARTNERSHIP	PURPOSE
Executive Mayor/ Rector Forum	A partnership with the University to ensure aligned development planning and that the Municipality draws from the University's expertise and resources.
Memorandum of Cooperation between the Stellenbosch Municipality and Stellenbosch University (SU)	Cooperation in terms of closed circuit television in the interest of the security of the town and the campus with a view to a crime-free university town.
Community Organisation Resource Centre	Partnerships Towards Informal Settlements Upgrading: CORC/ISN - Stellenbosch Municipal Partnership Objectives: <ul style="list-style-type: none"> <input type="checkbox"/> build an urban poor platform through a network of informal settlements and informal backyards <input type="checkbox"/> invest in the social institutions of the poor in order to partake in development <input type="checkbox"/> Share knowledge among stakeholders around informal settlement upgrading strategies
Stellenbosch 360 Advisory Committee	A partnership with the umbrella tourism body for the Greater Stellenbosch area aimed at growing and sustaining the Municipality's tourism industry and broadening tourism-related benefits.
Stellenbosch Infrastructure Task Team (SITT)	A partnership with the University and other stakeholders aimed at exploring sustainable infrastructure provision to meet the needs of the municipality.
Stellenbosch Gotland Municipality Partnership	A partnership with Gotland municipality focusing on programmes in local economic development.
Safety Forum	An advisory forum to the Executive Mayor on all safety issues as well as remedial measures implemented to address and alleviate threats
Dilbeek Twin City Agreement	This relationship has changed focus to include LED.
Stellenbosch Night Shelter	A partnership to enable appropriate management of the municipal night shelter

NAME OF PARTNER/ PARTNERSHIP	PURPOSE
Youth Empowerment Action (YEA)	As the Dilbeek relationship has changed, the YEA partnership also changed to a less formal relationship built on past experience with youth work.
@ Heart	As the Dilbeek relationship has changed, the @heart partnership also changed to a less formal relationship built on past experience with youth work and HCT testing from a municipal facility.
StellEmploy	No longer a partnership as part of the Dilbeek agreement.
Arte Velden Hoge School in Gent	For the placement of practical students from Belgium (third year Social Work students) Now only when they have students who indicate a willingness to come to Stellenbosch for practical training.
Landfill Monitoring Committee	A partnership with the Devon Valley residents, whereby residents monitor the Stellenbosch landfill site.
SALGA Municipal Benchmarking Committee	A partnership aimed at improving efficiency and effectiveness through comparative process benchmarking, peer-to-peer operational knowledge sharing, and iterative performance improvements.
IMESA (Institute for Municipal Engineers South Africa)	A partnership with IMESA aimed at strengthening knowledge and capacity related to municipal infrastructure and service delivery.
Leuven Twin City Agreement	
Integrated Development Committee (IPC)	A partnership with the University and other stakeholders aimed at exploring spatial and urban planning possibilities for Stellenbosch to meet the needs of the municipality and University.
SCORE	Youth Sport Development at the Indoor Sport Centre, Franschhoek.
Department Social Development, DCAS, Cape Winelands District Municipality	Joint implementation of programmes focussing on common issues within WC024.
Roads Safety Management	Assisting with schools and education, special projects, eg. Learners license classes.
Landfill Monitoring Committee	A partnership with the Devon Valley residents, whereby residents monitor the Stellenbosch landfill Site.
Infrastructure Innovation Committee (IIC)	A partnership with the University and other stakeholders aimed at exploring sustainable and innovative infrastructure provision to meet the needs of the municipality and achieve future sustainability.
IMESA (Institute for Municipal Engineers of South Africa)	A partnership with IMESA aimed at strengthening knowledge and capacity related to municipal infrastructure and service delivery.
Stellenbosch River Collaborative Steering Committee	A partnership was formed between various roleplayers to improve the water quality in the Eerste River catchment, with the focus being on the Plankenbrug river.
Bergriver Improvement Programme	A partnership was formed to improve the quality of the storm water runoff from the Langrug Informal Settlement. The project entails the implementation of biomimicry, waste recycling and a Sustainable Urban Drainage lab.
LTAB (Land Transport Advisory Board)	A partnership was formed between political leaders to discuss Land Transport related matters that affect transport in the area.
Transport Working Group	A Transport Working Group was established to discuss transport related matters that affects the Stellenbosch, including all relevant governmental institutions and other roleplayers.
ICLEI (International Council for Local Environmental Initiatives)	A partnership between the City of Cape Town, ECLEI and Stellenbosch Municipality to discuss developments in Transport, Waste and Electricity Generation, towards ensuring sustainability.

NAME OF PARTNER/ PARTNERSHIP	PURPOSE
IPC (Integrated Planning Committee)	The Integrated Planning Committee is a working group between the City of Cape Town, Stellenbosch, Saldanha, Overstrand, Theewaterskloof, and Drakenstein Municipality that discuss all transport related matters to effectively promote regional planning.
NMT (Non-motorised Transport) Working Group	A working group that discuss all Non-Motorised Transport matters in the Stellenbosch area. The group consist of NMT users, officials, representatives from the University and the disabled fraternity.
GreenCape	The Green Cape partnership represents cooperation with the Province's 110% green initiatives, focussing on alternative waste management initiatives and energy efficiency.
CSIR (Council of Scientific and Industrial Research)	A partnership aimed at multidisciplinary research and development by supporting innovation in Stellenbosch.
Genius of Space	This initiative developed from, and forms part of the Western Cape 110% Green Initiative. The Biomimicry Genius of Space project is a registered flagship project of 110% Green. This initiative combines two priorities of the Western Cape Government – the Berg River and the Green Economy – to find an innovative solution to water pollution in the Berg River.
Stellenbosch Heritage Foundation	The initiative is aimed at providing support to the municipality on the interactive website of the Heritage Foundation and to assist with the compilation of the heritage inventory.
Fire fighter & Fire Officer Training assistance	To aid in the professional development of fire and emergency responders. Partnership between Stellenbosch Municipality and Provincial Government Western Cape (PGWC).
Fire Services Mutual aid agreement	To ensure that incidents are responded to in a coordinated manner, using existing infrastructure to its optimum effectiveness. Mutual agreement between Stellenbosch Municipality and Cape Winelands District Municipality.
Western Cape Department of Public Works , Roads and Transport	As part of the Provincial Sustainable Transport Program (PSTP) the Western Cape Department of Public Works, Roads and Transport identified Stellenbosch as a priority municipality for the development of a sustainable transport system. The emphasis will be the development of a public transport system and the development of infrastructure to improve non-motorised transport.
Provincial Waste Management Officer's Forum	Quarterly Meetings (All designated Waste Management Officers of Western Cape engage with Provincial Government's Waste Management Department (D:EA&DP on issues relating to policy, best practice, etc)
Western Cape Recycling Action Group Forum	Quarterly Meetings (Meetings involving private sector, industries and government in terms of waste minimisation initiatives)
University of Stellenbosch – Student Representative Council	A partnership with the University, whereby students provide: <ul style="list-style-type: none"> <input type="checkbox"/> relief aid (clothing, food) <input type="checkbox"/> placement of students to assist during incidents/disasters awareness programs
University of Stellenbosch – Department of Geography and Environmental Studies	A partnership with the University and other stakeholders focusing on strengthening community-based risk assessment capabilities in disaster prone areas. <i>(RADAR) Research Alliance for Disaster and Risk Reduction Studies.</i>
Provincial Disaster Management Centre, Cape Winelands District Municipal Disaster Management Centre	Aims to promote the development, implementation and maintenance of effective services within its area of jurisdiction.
Disaster Management Advisory Forum	An advisory forum on all safety issues as well as remedial measures implemented to address and alleviate and/or minimize risks.

NAME OF PARTNER/ PARTNERSHIP	PURPOSE
Department of Education	Aims to promote a culture of prevention, preparedness and resilience at all levels through knowledge, innovation and education.
Community structures (Forums, ECD centres, religious fraternities, etc.)	Aim to promote and implement: <ul style="list-style-type: none"> <input type="checkbox"/> platforms to share knowledge <input type="checkbox"/> disaster risk reduction initiatives <input type="checkbox"/> community safety programs <input type="checkbox"/> campaigns to promote safe resilient sustainable communities
WOF (Working on Fire)	A partnership aimed at promoting capacity building through various programmes which helps to develop social cohesion.
University of Stellenbosch – Maties Sport: Community	A partnership striving for excellence in meeting the needs of the youth through innovative and sustainable programs to disseminate information on risk avoidance, hazards and their effects and preventative activities.

Table 9: Key Partnerships

Additional partnerships with other entities, where the Municipality plays an active role include:

- Waste to Energy Project
- Integrated Development Planning Committee
- The Functional Regional Sub-committee
- Metropolitan Transport Advisory Board (MTAB)
- Association of Municipal Electricity Utilities
- Department of Energy
- Genius of Space Project (GOS)
- C&D Waste
- GCX Africa (Bio-digesters)
- Bio-mimicry Innovative Stormwater system
- TEDCOR/DEA (Youth-in-Waste)

CHAPTER FOUR:

STRATEGIC POLICY CONTEXT

The Stellenbosch Municipality's strategic planning does not occur within a vacuum. Various key policy directives – ranging from those with a global reach to more specific directives applicable to the Municipality and its neighbouring municipalities – are considered when framing future strategic planning and resource allocation. The sections below outline key policy directives considered when framing Stellenbosch Municipality's fourth generation IDP.

4.1. GLOBAL DEVELOPMENT POLICY DIRECTION

4.1.1 Sustainable Developmental Goals (SDG's)

In September 2015, the United Nations adopted the Development Agenda *Transforming our world: the 2030 Agenda for Sustainable Development*. The Agenda is an action plan for people, planet, and prosperity, with a focus on strengthening peace and partnerships. Central in this action plan are 17 Sustainable Development Goals (SDGs) that aim to build on the Millennium Development Goals (MDGs). The MDGs set the momentum for the SDGs to continue the people-centered development agenda. Substantial headway was made globally after the adoption of the MDGs, with global poverty numbers drastically reduced. Now, since the MDGs expired in 2015 and the new agenda has been taken on, the SDGs hope to expand on that success with more, focused goals.



- **From MDGs to SDGs: A new focused approach**

- **MDGs**

Goal 1: Eradicate extreme poverty and hunger

Goal 2: Achieve universal primary education

Goal 3: Promote gender equality and empower women

Goal 4: Reduce child mortality

Goal 5: Improve maternal health

Goal 6: Combating HIV/AIDS, malaria, and other diseases

Goal 7: Ensure environmental sustainability

Goal 8: Develop a global partnership for development

- **SDGs**

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

Goal 3: Ensure healthy lives and promote well-being for all ages

Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all



Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure availability and sustainable management of water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat deforestation, halt and reverse land degradation, and halt biodiversity loss

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels

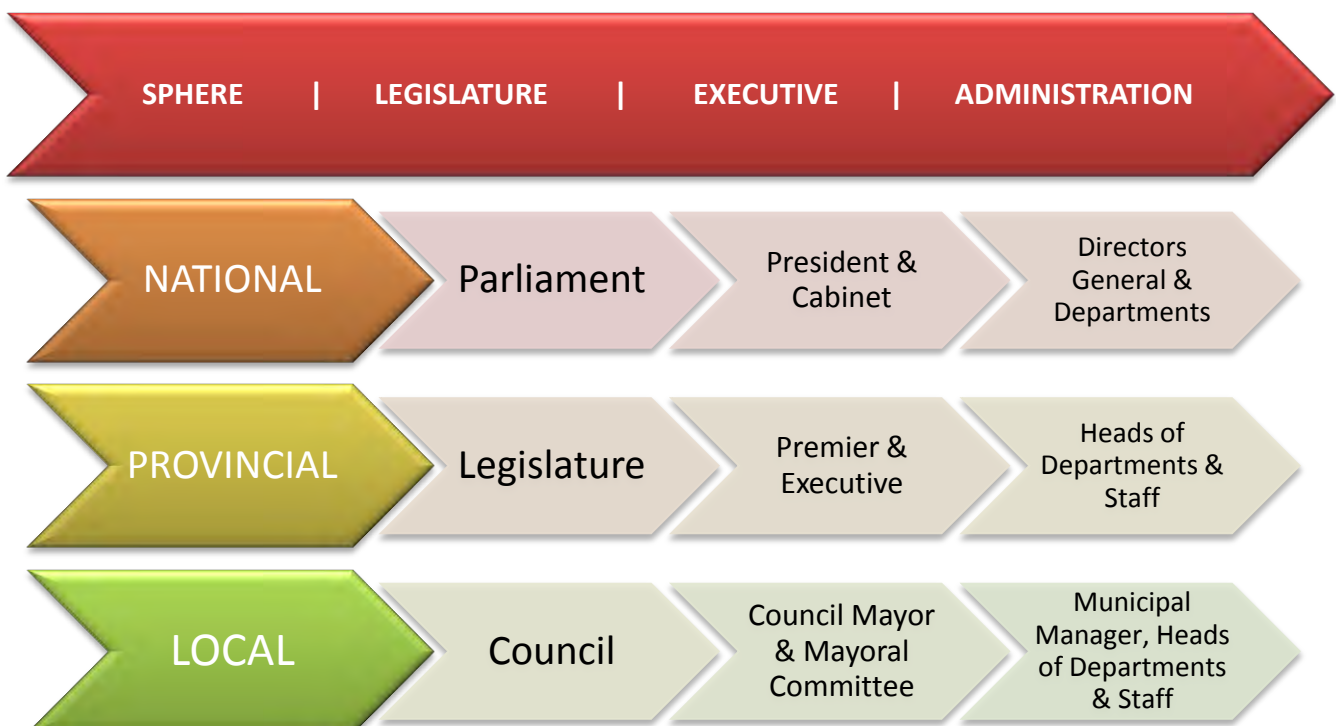
Goal 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development

These Sustainable Development Goals are a three-dimensional tool, incorporating and integrating the social, economic and political spheres of society. This agenda also calls for participation and implementation from all sectors of society.

4.2 NATIONAL POLICY DIRECTION

4.2.1 Background

South Africa is a constitutional democracy with a three-tier system of government and an independent judiciary. The national, provincial and local levels of government all have legislative and executive authority in their own spheres, and are defined in the Constitution as “distinctive, interdependent and interrelated”. These three spheres are autonomous, and not hierarchical. They exist in a unitary South Africa and they have to work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.



The National Development Plan: 2030 and the Draft Provincial framework (Draft PSDF, Western Cape's Draft Strategic Plan) provide the context for spatial alignment. This framework improves the ability of municipalities to make trade-offs, utilising a limited budget in order to achieve maximum impact, while emphasizing how it all plays out in space and time.

Alignment and accountability will be achieved through all three spheres agreeing on challenges to be addressed.

4.2.2 National Strategic Outcomes

Based on the national government's election manifesto and Medium Term Strategic Framework, a set of twelve outcomes were developed through extensive consultation and discussion at both Ministerial and administrative levels. These outcomes reflect the desired development impacts sought nationally, given government's policy priorities.

Goal 1	• Improved quality of basic education.
Goal 2	• A long, healthy life for all South Africans.
Goal 3	• All people in SA are and feel safe.
Goal 4	• Decent employment through inclusive economic growth.
Goal 5	• A skilled and capable workforce to support an inclusive growth path.
Goal 6	• An efficient, competitive and responsive economic infrastructure network.
Goal 7	• Vibrant, equitable and sustainable rural communities with food security for all.
Goal 8	• Sustainable human settlements and improved quality of household life.
Goal 9	• A responsive, accountable, effective and efficient local government system.
Goal 10	• Environmental assets and natural resources that is well protected and continually enhanced.
Goal 11	• Create a better SA and contribute to a better and safer Africa and World.
Goal 12	• An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

4.2.3 National Development Plan 2013 – “Our Future – make it work”

The National Development Plan 2030 emphasises that South Africa belongs to its people, and the people belong to each other. I. By tapping into the energies of the people, encouraging the growth of a robust economy, and nurturing leadership and partnership, it is possible to realise South Africa’s goals. To eliminate poverty and reduce inequality, the economy must grow faster and in ways that benefit all South Africans. Given the complexity of national development, the plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.

The Commission will focus on:

- Mobilising society to support the plan, and exploring a social compact to reduce poverty and inequality through investment and employment.
- Conducting research on critical issues affecting long-term development.
- Advising government and social partners on implementing the plan.
- Working with relevant state agencies to report on the progress of the objectives.

Making the plan work will require a complex interplay of actors and actions, and progress in any one area is almost always dependent on progress in another. The plan will provide a common focus for action across all sectors and sections of South African society.

4.3 PROVINCIAL POLICY DIRECTION

4.3.1 The Western Cape Provincial Strategic Plan: 2014 - 2019

The Vision: *An Open-opportunity Society for All*¹

The vision of an open-opportunity society for all guided and sustained the Western Cape Government's efforts over the period 2009 to 2014. It was translated into an actionable policy agenda for that period, called the Provincial Strategic Plan, comprising 11 Provincial Strategic Objectives (PSOs). They translated the political philosophy of the "open-opportunity society for all" into practical policies, programmes and projects. The PSOs were designed to achieve quantifiable and measurable outcomes.

¹The Provincial Strategic Plan sets out five (5) Strategic Goals, each backed by a plan to maintain continuous



improvement in the lives of citizens. These are illustrated in the diagram below:

At the core of PSP 2009-2014 was the understanding that no government can, by itself, guarantee a better life. Progress can only be realised through partnerships amongst government, citizens, civil society and business. Each has a role and specific responsibilities. That is why the Western Cape Government adopted the slogan "Better Together" to capture and convey its message to the people of the Western Cape.

In its previous term of office, the Western Cape Government adopted a PSP comprising 11 specific Provincial Strategic Objectives (PSOs), together with a Provincial Transversal Management System (PTMS) to oversee implementation of the PSOs. Although not every objective was fully achieved, this approach helped ensure that substantial progress was made in improving key social, economic and governance outcomes in the Western Cape. Building on that progress, and drawing on the lessons learnt along the way, the PSP 2014-2019 streamlines and reprioritises the 11 former PSOs into

¹ <https://www.westerncape.gov.za/general-publication/western-cape-governments-provincial-strategic-goals>

five overarching Provincial Strategic Goals (PSGs).

4.4 FUNCTIONAL REGION AND DISTRICT POLICY DIRECTION

4.4.1. The Cape Town Functional Region

Within the Western Cape, there is increasing support to focus strategic planning effort on the Cape Town Functional Region, including the City of Cape Town, Saldanha, Malmesbury, Paarl, Stellenbosch and Hermanus.

This focus recognizes shared environmental resources and key regional economic interdependencies, including a commuting workforce, shared consumer catchment area, transport and other infrastructure, a second port at Saldanha, and tourism and agricultural areas.

Key related initiatives include the following:

- The planned establishment of an Economic Development Agency (EDA) in 2012. The EDA is a joint initiative of the Province and the City of Cape Town, charged with developing and leading a common economic agenda within the broader city region. The increase of joblessness, barriers to making the region more competitive, and a relatively weak business brand are key issues to be addressed by the EDA.
- Joint work by the Province and the City of Cape Town to explore the most appropriate roles for the Cape Town and Saldanha ports (and associated economic and settlement opportunity).
- A broader regional emphasis in the next five-year Integrated Transport Plan (2012-2017).
- As a key settlement within the functional region, the Stellenbosch Municipality is expected to play an active role in initiatives related to strengthening the region.

4.4.2. The Cape Winelands District Municipality (CWDm)

The Cape Winelands District Municipality has set the following strategic objectives for the period 2016/17:

NO	Strategic Objective
SO 1	To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.
SO 2	Promoting sustainable infrastructure services and transport system which fosters social and economic opportunities.
SO 3	To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.

4.5 LOCAL POLICY DIRECTION

4.5.1 Stellenbosch Municipality

The intent of the Strategic goals for the Fourth Generation IDP stay the same as the goals of the Third Generation IDP , although a slight change for 2 of the goals namely Preferred Investment Destination to change to Valley of Possibility to have a clearer indication that it needs to be possibilities for all and not just investors; Greenest Municipality changed to A Green and Sustainable Valley to incorporate all facets of sustainability, Safest Valley changed to A Safe Valley, whilst Dignified Living and Good Governance and Compliance stay unchanged.

4.5.2 Horizontal Alignment Matrix

Table 10: Horizontal Alignment Matrix

Strategic Focus Areas	National Strategic Outcomes	National Planning Commission	Western Cape Provincial Government Strategic	CWDM Strategic Objectives
Valley of Possibility	Ensuring decent employment through inclusive economic growth (4) Ensuring decent employment through inclusive economic growth (4)	Creating jobs (1)	Create opportunities for growth and jobs (1)	Promoting sustainable infrastructure services and transport system which fosters social and economic opportunities.
Green and Sustainable Valley	Ensuring that the environmental assets and natural resources are well protected and continually enhanced (10)	<ul style="list-style-type: none"> Transitioning to a low carbon economy (3) Transforming urban and rural spaces (4) 	Enable resilient, sustainable, quality and inclusive living environment (4)	To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.
	<ul style="list-style-type: none"> Ensuring vibrant, equitable and sustainable rural communities with food security for all (7) Promoting sustainable human settlements and improved quality of household life (8) 	<ul style="list-style-type: none"> Transitioning to a low carbon economy (3) Transforming urban and rural spaces (4) 	<ul style="list-style-type: none"> Increase wellness, safety and tackle social ills (3) Enable resilient, sustainable, quality and inclusive living environment (4) 	To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.
Safe Valley	Ensuring all people in South Africa are and feel safe (3)		Increase wellness, safety and tackle social ills (3).	To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.

Strategic Focus Areas	National Strategic Outcomes	National Planning Commission	Western Cape Provincial Government Strategic Plan	CWDM Strategic Objectives Good
Dignified Living	<ul style="list-style-type: none"> • Providing improved quality of basic education (1) • Enabling a long, healthy life for all South Africans (2) 	<ul style="list-style-type: none"> • Providing quality health care (6) 	<ul style="list-style-type: none"> • Improve education outcomes and opportunities for growth and jobs (2) • Increase wellness, safety and tackle social ills (3) 	To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.
	<ul style="list-style-type: none"> • Setting up an efficient, competitive and responsive economic infrastructure network (6) 	<ul style="list-style-type: none"> • Expanding infrastructure (2) 	<ul style="list-style-type: none"> • Create opportunities for growth and jobs (1) • Embed good governance and integrated service delivery through partnerships and spatial alignment (5) 	Promoting sustainable infrastructure services and transport system which fosters social and economic opportunities.
Good Governance and Compliance	<ul style="list-style-type: none"> • Achieving a accountable, effective and efficient local government system (9) • Creating a better South Africa and a better and safer Africa and world (11) • Building an efficient, effective and development oriented public service and an empowered fair and inclusive citizenship (12) 	<ul style="list-style-type: none"> • Improving education and training (5) • Building a capable state (7) • Fighting corruption (8) 	Embed good governance and integrated service delivery through partnerships and spatial alignment (5)	Promoting sustainable infrastructure services and transport system which fosters social and economic opportunities.
	Achieving a responsive, accountable, effective and efficient local government system (9)	<ul style="list-style-type: none"> • Building a capable state (7) 	Embed good governance and integrated service delivery through partnerships and spatial alignment (5)	To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.

4.6 STELLENBOSCH MUNICIPALITY MIG INVESTMENT 2017/18 TO 2019/2020

The following projects are identified to be funded through MIG investment for the next three (3) financial years:

	Year	2017/18	2018/19	2019/20
	Allocation	R 36,358,000	R 38,302,000	R 40,353,000
Cloetesville	New Reservoir	R 100,000	R 1,000,000	R -
Jamestown	New Bulk Water Infrastructure	R 100,000	R -	R 11,950,817
Kylemore	New Bulk Water Supply Pipeline, 6MI & 2MI Reservoirs Ph1	R 5,000,000	R 18,000,000	R 1,687,711
Idas Valley	New Merriman Outfall Sewer	R 5,000,000	R 2,000,000	R -
Jamestown	New Bulk Sewer Infrastructure	R 3,000,000	R 4,000,000	R -
Klapmuts	Upgrade Waste Water Treatment Plant	R -	R -	R 2,827,858
Plankenburg (Budget Maintenance; project 216320)	New Main Sewer Outfall	R 11,769,660	R -	R -
Plankenburg	New Outfall Sewer Ph3	R 4,334,601	R 3,500,000	R -
Pniel, Franschhoek	Upgrade Pniel WWTW & Decommissioning Franschhoek	R 100,000	R 5,915,494	R 12,000,000
Klapmuts	New Public Transport Interchange	R 3,000,000	R -	R -
Idas Valley	Upgrade Hockey Field with Synthetic Grass	R 635,940	R -	R -
Kayamandi	Upgrade Sports Field with Synthetic Grass	R 3,317,800	R 3,886,506	R -
Stellenbosch WC024 (MRF/Drop Off) - Construct		R -	R -	R 6,000,000
Transfer Station: Stellenbosch Planning and Design & Construction		R -	R -	R 4,000,000
	SUBTOTAL: Projects on Green Pages	R 36,358,000	R 38,302,000	R 38,466,386

4.7 STELLENBOSCH MUNICIPALITY DORA (Division of Revenue Act) ALLOCATIONS – 2017/2018

Minister Ivan Meyer tabled the Western Cape Provincial 2017 Budget in the Provincial Parliament on the 7th of March 2017. Arising from this, Stellenbosch Municipality will receive total planned transfers from various departments in the Provincial Government of R23.884 million in 2017/18, R42.165 million in 2018/19 and R36.949 million in 2019/20. Stellenbosch Municipality's allocations from provincial departments, as well as from the national departments are illustrated below. The frameworks for the provincial allocations are represented in the 2017 Provincial Gazette No. 7742, dated 7 March 2017, whilst the frameworks for the national allocations were published in the 2017 Division of Revenue Bill (B4 of 2017).

LOCAL GOVERNMENT MTEF ALLOCATIONS: 2017/18 - 2019/20			
	2017/18	2018/19	2019/20
STELLENBOSCH MUNICIPALITY	R thousands	R thousands	R thousands
Direct transfers			
Equitable share and related	110 631	124 544	137 145
Fuel levy sharing			
Infrastructure	40 358	42 302	47 353
Municipal infrastructure grant	36 358	38 302	40 353
Integrated national electrification programme (municipal) grant	4 000	4 000	7 000
Current transfers	13 606	11 550	13 550
Local government financial management grant	1 550	1 550	1 550
Expanded public works programme integrated grant for municipalities	4 820		
Energy efficiency and demand side management grant	7 236	10 000	12 000
Sub total direct transfers	164 595	178 396	198 048
Allocations-in-kind	-	-	1 000
Municipal systems improvement grant			1 000
Sub total indirect transfers	-	-	1 000
Total Transfers from DOR Bill	164 595	178 396	199 048
Transfers from Provincial Departments			
Municipal Allocations from Provincial Departments of which	23 884	42 165	36 949
Provincial Treasury	240	360	480
Financial management capacity building grant	240	360	480
Department of Human Settlements	7 767	28 000	22 000
Human settlements development grant (Beneficiaries)	7 767	28 000	22 000
Department of Environmental Affairs and Development Planning	1 000	1 500	1 500
Regional socio-economic project/violence prevention through urban upgrading (RSEP/VPUU) - municipal projects	1 000	1 500	1 500
Department of Transport and Public Works	976	600	600
Integrated transport planning	600	600	600
Financial assistance to municipalities for maintenance and construction of transport infrastructure	376	-	-
Department of Cultural Affairs and Sport	13 045	11 649	12 313
Community Library Service Grant	13 045	11 649	12 313
Department of Local Government	856	56	56
Fire Service Capacity Building Grant	800		
Community Development Workers (CDW) operational support grant	56	56	56
Total Transfers from Provincial Departments	23 884	42 165	36 949
Total National and Provincial Allocations	188 479	220 561	235 997

CHAPTER FIVE:

PUBLIC EXPRESSION OF NEED

Apart from reflecting an understanding of the current realities of Stellenbosch Municipality and key global, national, regional and district level policy directives, the revision of the Fourth generation IDP needs to take into account the views of citizens and interest groups as expressed through various processes and forums.

5.1 EFFECTIVE COMMUNITY PARTICIPATION

It is the experience of most municipalities that public participation related to IDP preparation largely raises issues around the immediate living environment of citizens. With citizen participation, experience in future-focused, cross-cutting strategy development is less developed. Many of the issues raised by citizens are therefore not of a long-term or strategic nature, and would be addressed more specifically in the SDBIP's of specific functional units of the Municipality. Given the relationship between SDBIPs and the IDP, detailed issues are nevertheless reported in this section.

The sections below expand on needs as expressed by citizens and interest groups in preparing the Fourth Generation IDP.

TYPE OF ENGAGEMENT	NUMBER OF MEETINGS HELD	TIMEFRAMES
IDP Cluster Meetings	10	November 2016
Revision of Ward Plans in all 22 Wards	22	March 2017
Sector Engagement	1	2017 (date to be established)
IDP/Budget Cluster meetings (to discuss draft IDP and Budget)	10	April 2017
TOTAL	43	



The municipality will:




- Continue with structured ward meetings to discuss strategic town-wide issues related to service delivery.
- Engage with the District Municipality and various Provincial and National Government Departments to ensure that town-wide issues are discussed in an inter-governmental manner, where joint meetings are held with the different spheres of government present.
- Work hard at building strong relationships that can propel us to our vision of becoming the Innovation capital of South Africa. We can only achieve this with strong partnerships with our private sector, government stakeholders and civil society role players.




5.2 MUNICIPALITY WIDE ISSUES




The fourth Generation IDP (2017 – 2021), in accordance with the approved IDP/SDF/Budget Process Plan and Time schedule, commenced with cluster meetings, which took place during November 2016, overlapping into the Strategies and Projects Phase of the IDP Revision. Meetings were structured to accommodate all areas, whereby various wards were clustered together. Ward Committees have taken into consideration priorities identified in 2016 as well as the results from the basic needs assessment, done during the period August to October 2015, in each ward. Table 11, below includes the updated ward priorities listed by each Ward Committee in March 2017.




Table 11: Ward Priorities




WARD	PRIORITIES
1	CLLR ALDRIDGE FRAZENBURG (FRANSCHHOEK)
	Planning and Development
	General traffic, pedestrian safety/ traffic management
	Transport – Bus service to Paarl and Stellenbosch
	Upgrading of the existing Mooiwater Building for a multi-purpose centre
	Beautification of entrance ward 1 – eco-friendly, management of rivers, dams etc.
2	CLLR WILHELMINA PETERSEN (FRANSCHHOEK)
	Insitu Upgrading in Langrug
	24 Hour Clinic – La Motte
	Swimming Pool in Groendal
	Upgrading and beautification of sidewalks
	Maintenance of Stiebeul river bank




3	CLLR CHARLES MANUEL (MEERLUST / WEMMERSHOEK / LANQUEDOC)
	Sidewalks from Lanquedoc to Pniel School
	Tarring of gravel roads and traffic calming in Wemmershoek
	Establishment, maintenance and fencing of all Parks in Ward 3
	Traffic calming for Wemmershoek and Lanquedoc
	Transfer of houses and Streetlights in Maasdorp
	Transfer of houses in Meerlust
	Safe pedestrian crossing at school and safe shelter for school children on their way to school
4	CLLR MALCOLM JOHNSON (KYLEMORE)
	Housing (Kylemore and Pniel)
	Library (Kylemore)
	Sidewalks and tarring of roads (Kylemore)
	Change rooms at Sports grounds (Kylemore and Pniel)
	Playparks - Upgrading
5	CLLR DONOVAN JOUBERT (IDAS VALLEY / JONKERSHOEK / HYDRO AND SURROUNDING FARMS)
	Housing – Gap and Subsidized Housing for Jonkershoek, Farms and Idas Valley
	Safety – Visible law enforcement, Crime prevention and eradication of drug houses.
	Youth Empowerment
	New entrance at Idas Valley (Lelie Street)
	Community Hall / Thusong Centre
	Unemployment / Economic development
	Backyard dwellers – Basic Service delivery



6	CLLR NATESHIA MCOMBRING (IDAS VALLEY AND SURROUNDING FARMS)
	Flea market at the corner of Rustenburg Road and Sonneblom Street.
	Traffic lights at the corner of Lelie Street and Helshoogte Road.
	Stop and drop from the mini circle on the corner of Lindley street and Moffat Street.
	Tar of pavements from Lückhoff street, from Helshoogte Road to Bloekom Road, Tindall Street and the top part of Rustenburg Road, from the mini circle to the direction of Vine Yard Court.
	Upgrade of Sports facilities e.g. BMX Track, Astro-turf for hockey, upgrading of the tennis and netball courts
7	CLLR ALWYN HANEKOM (MOSTERTDRIF / UNIVERSITEITSOORD)
	Running and Cycling routes – Martinson Street
	Parking Area - Jan S Marais Park
	Safety fence - Botmaskop
	Upgrading of pedestrian crossing - Martinson Street
	Traffic at schools
8	CLLR QUINTON SMIT
	Urban Greening and landscaping of open spaces
	LED street lighting to replace existing lights
	Hanging baskets in Victoria Street in conjunction with MFM radio as a combined project
	Water features at main crossings of Ward 8
	CCTV cameras to be placed in “hot spot” areas as indicated by the SAPS and Stellenbosch Safety Initiative.

9	CLLR MARNES DE WET
	Safety: more visible policing and better control measures for “boemelaars”
	Parking – More parking (park and ride)
	Traffic flow – more traffic circles and less traffic lights
	Pavements en Walkways: Repair and improve
	Street lighting : better lighting at crime hotspots
10	CLLR ROZETTE DU TOIT
	Safety : Area unsafe due to criminal activities
	Community Hall
	Parking (Not sufficient parking in Ward 10)
	Cleaner Area (Ward needs to be cleaned)
	Apprenticeships for Youth
11	CLLR JOHANNIE SERDYN (ONDER-PAPEGAAIBERG)
	Management Plan for Onder-Papegaaiberg (“Bestuursplan”)
	Rehabilitation of the Environment
	Infrastructure, e.g. Dustbins, Poles (Merriman)
	Safety
	Library

12	CLLR NOKUTHULA MANANGA-GUGUSHE
	Swimming Pool
	Electricity Enkanini
	Land for Housing
	Thusong Centre / Community Centre
	Community Hall
13	CLLR FAITH BANGANI-MENZIWA (KAYAMANDI)
	Taxi Rank
	Hostels and Shacks and Back yard dwellers
	Community Hall
	Day Hospital
	Old age recreational Centre
14	CLLR PHELISA SITSHOTI
	Housing
	Health
	Safety
	Land for Housing
	Employment

15	CLLR NOSIBULEL SINKINYA (KAYAMANDI)
	Housing
	Clinic
	Multi-Purpose Centre
	CCTV Cameras (Mdala street in Zone K, Bassie street in Zone M, next to Kayamandi Clinic and Zone O Fire street)
	Adult Basic Education and Training (ABET) Classes for community members.
16	CLLR ELSABE VERMEULEN (CLOETESVILLE)
	Housing: Land for housing; Stand-alone plots; Backyard dwellers need basic services; Housing waiting list needs to be reviewed.
	Unemployment / Job Creation: Job Creation for Disabled
	Safety in community – Policing, Law Enforcement; Lighting; 24-hour patrol
	Universal Access at Halls, Offices and Sidewalks; signs should also be erected at sports field and shopping centre (for the disabled)
	Health – Additional staff; upgrading of service; awareness programmes
17	CLLR PAUL BISCOMBE (CLOETESVILLE)
	Developing a business hub at the open space behind Rietenbosch School using the “shipping container shopping centre” concept in Melville (Gauteng) for job opportunities
	Creating Job opportunities for unemployed youth (create an enabling environment)
	Beautification of sidewalk and open spaces
	Rehabilitation of riverbank and cleaning of river (utilize unemployed persons in ward 17 to do the work)
	General upgrading of traffic calming in Firststreet
	Safety and Fencing at all Play parks in Ward 17

18	CLLR EMILY FREDERICKS (KLAPMUTS)
	Housing
	Grave yard
	Education
	Lightning
	Central out door park
19	CLLR JAN KAREL HENDRICKS
	Housing for the farm worker community
	Job Creation / Training opportunities for the whole ward including De Novo
	Town establishment Elsie'srivier Project - Elsenburg, Vaaldras, Kromme Rhee and De Novo
	Mobile / Satellite Clinic (Health)
	Safety on Farms in ward 19
20	CLLR ANSAAF CROMBIE
	Longlands housing
	Pedestrian Crossing at Railway (Vlottenburg)
	New Reservoir Polkadraai
	Crime/Safety Neighbourhood Watch
	Road entrance for Longlands and Digteby

21	CLLR RIKUS BADENHORST (JAMESTOWN AND SURROUNDING FARMS)
	Mixed use development and Infrastructure
	Community Centre (Multi-purpose)
	Cross community river axes project
	Light industrial Hub
	Pedestrian Walkways
22	CLLR ESTHER GROENEWALD
	An all-inclusive Safety plan, for the whole of Stellenbosch, with specific focus on 24-hour visible safety structures in various wards
	A communication policy for Stellenbosch (WCO24) that will enhance an effective, electronic 2-way communication system between ward committees and Stellenbosch Municipality, on a daily basis
	Cooperation with Planning Department that will ensure that the residential character of neighbourhoods are maintained and preserved by means of effective approval of building regulations and implementation of building regulations
	The active participation and encouragement of the public to participate in the public participation process, with specific reference to the needs prioritization process done by the IDP and Budget office.
	Active cooperation with Stellenbosch Municipality to ensure an effective transport plan that will assist in addressing the peak traffic issue, as well as the problematic traffic flow and parking problems that currently exist within the town
	The submission of an application in collaboration with ward 21, aimed at declaring the Brandwacht mountainside area (adjacent to both ward 21 and 22) as a nature reserve, due to all the endangered plant species, wildlife and natural water sources in the area

The improvement on sector engagements started with a sector meeting in the form of a Think Tank, based on focus group discussions. During the first half of the session, the administration presented the “sectoral plans” of the different Directorates. Part of the first half, also included a presentation on the basic needs assessment. Participants acknowledged the detail in which the assessment was conducted and agreed that the Municipality is moving in the right direction. During the second half of the sessions, a participatory planning process were followed to identify the needs, but also to develop objectives and programmes under the different Strategic Goals.

The issue of Safety, identified as the highest priority, was discussed by participants. It was clear that a multi-sectoral approach is critical. An integrated Safety Plan, indicating the roles and responsibilities of stakeholders was suggested to effectively promote safety and wellness in our communities. There was also a recommendation to improve on social cohesion and bonding and the importance of the role that Ward Councillors play, was highlighted. Therefore, more emphasise required on social innovation to seek solutions for complex problems in our society.

Participants valued the progress made to address previous bulk infrastructural backlogs, but a concern was raised on the low investment to promote economic development for small enterprises.

Transport and Parking: Remains a challenge for Stellenbosch.

Temporary relocation areas are needed to effectively accommodate the emergency housing situation.

The importance of building human capacity and ability was raised. It requires communities and public and private organisations, together, must locate and mobilise the skills, knowledge, and information needed to ensure sustainability. This means that all stakeholders must be fully involved in its planning and management (governance) of the areas where they live. Of primary importance in this regard, is to build the capacity to participate in such processes.

The Municipality should improve on internal and external communication and the “silo” approach should be overcome by implementing effective integrated development planning.

Participants valued the extension of heritage initiatives to Kayamandi, as well.

The approach followed for the Sector engagement will form the foundation for future sectoral engagements.

5.3 SOCIO-ECONOMIC PROFILE OF EACH WARD

The Socio-Economic Profile of each ward is attached as Appendix 1 and the updated Ward Plan for each ward is available on request.

5.4 BASIC NEEDS ASSESSMENT

The Stellenbosch Municipality’s Basic Needs assessment [The Priority Index (P-Index) and Community Index (C-Index)] of all wards, as well as the Composite Report on the assessment, is attached as Appendix 2.

5.5 COMMUNITY INDEX (C-INDEX) OF WARD COMMITTEES

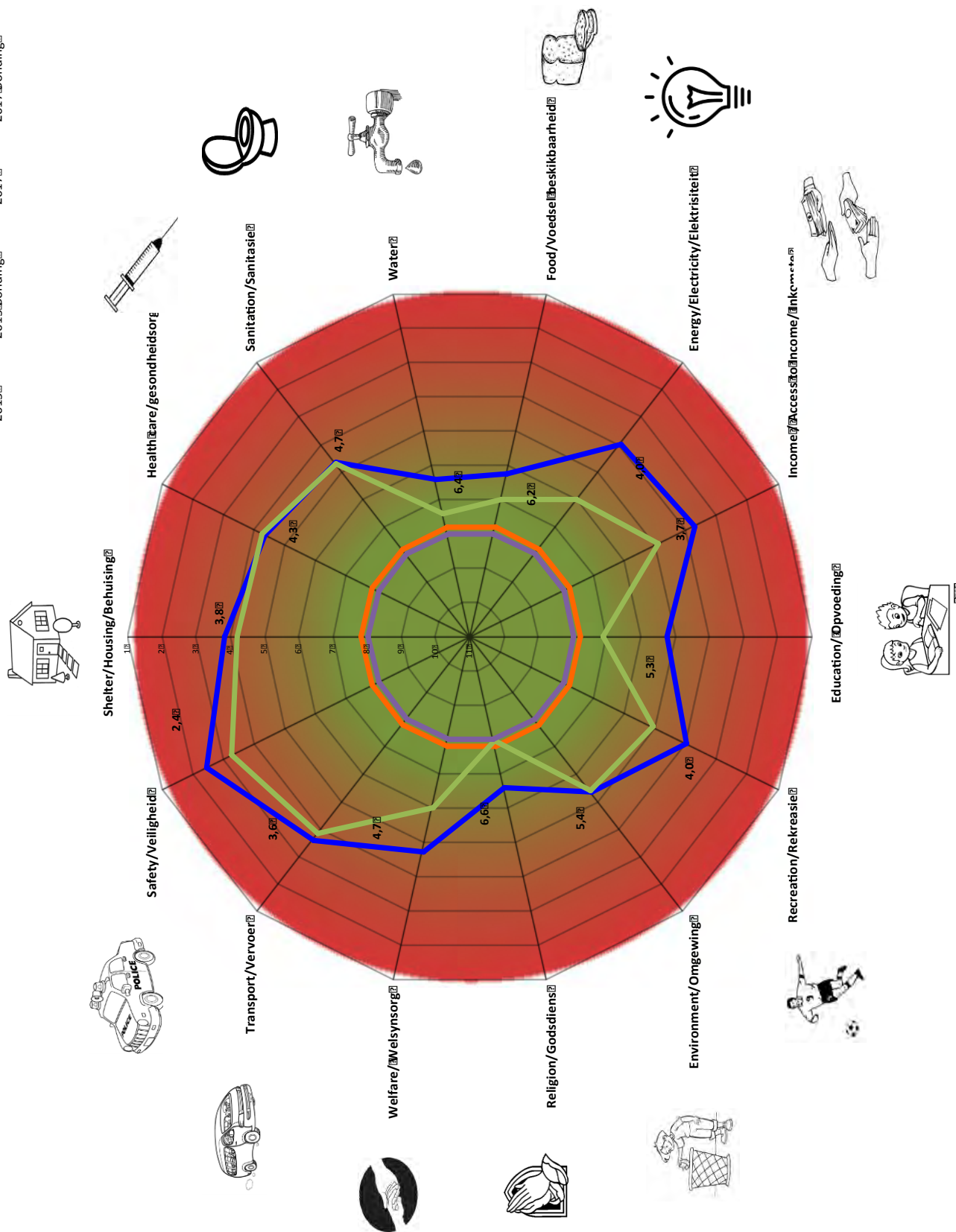
The C-Index is a graphical presentation of the basic cornerstones that need to be in place for any community to exist as a community. These items have no priority as it is deemed non-negotiable and all equally important for all communities over all times in the past, present and future. For this very reason only satisfaction measurements are requested. The results obtained by conducting the C-Index, is presented in the form of a circular radar graph, or community profile. To interpret the results on the community profile, one needs to take note that the scoring starts on the circumference (1), and ends in the centre (11). This means that the closer the element scores to the centre, the better the situation with respect to the specific item and the further away from the centre, the bigger the problem.

The information reflected in the C-Index is vital for any sustainable development programme, as it serves as the monitoring tool with a baseline from which change in the target community could be monitored with future measurements as a result of intervention programmes.

Bonding is also one of the basic corner stone's for a community to exist as a community. If community development projects were to be executed in the absence of sufficient community bonding, they would probably fail as a result of a lack of community participation and/or support. Therefore, it is important to take cognisance of the level of bonding in i.e. the ward where a project is initiated. If a large proportion of the community has not yet "bonded", it would be better to first design programmes aimed at fostering unity and bonding.(social cohesion) For this purpose one needs an indication of the "amount" of bonding that does exist in the target community. The amount of bonding is presented in the size of the round circle in the middle of the C-Index graph. The smaller the size, the better the bonding, and visa versa.

A comparative satisfaction perception of basic community elements between previous and current ward committees is reflected in the graph below:

2015 2015 Bonding 2017 Bonding



5.6 THUSONG PROGRAMME

The aim of the Thusong Programme is to ensure equitable and effective access to government services and information, through strategic partnerships and engagements with the three spheres of government and relevant stakeholders.

The rationale for the Thusong Programme is set within the development-communication paradigm. This paradigm reflects a democratic approach to a public communication and information system, as it aims to put the information needs of citizens first in the communication process. Some of the salient features of this approach relate to the expressed need for face-to-face interaction between government and the people.

The primary focus of development communication and information is to empower the poor and disadvantaged. These communities have limited access to information and are the main target of government's socio-economic programmes. The Thusong Programme is viewed as a means to operationalise the development communication approach as well as to address information and service imbalances at a local level by bringing government closer to the people.

The Thusong Programme has been tailored to ensure that citizens of the Western Cape Province can seamlessly access a wide range of integrated public services irrespective of where they live. Therefore, the Thusong Programme has been expanded in the Western Cape Province to include the following projects: Thusong Mobiles, Thusong Service Centres, Thusong Service Satellite Centres and Thusong Zones.

Through the mobile Thusong programme, Stellenbosch Municipality is delivering on the values it embraces. Although the focus is currently only on Thusong mobiles, the idea is to extend the program in the municipal area.



CHAPTER SIX:

SECTOR PLANNING

The municipality has a number of medium- and longer term sector plans that direct work related to different functional areas of the organisation. These plans form an integral part of the IDP. Although the time-periods for sector plans and the IDP differ (e.g. the SDF has a 20 year horizon), the IDP and sector plans inform each other. Like the IDP, sector plans are subject to periodic review (often annually). Alignment between sector plans and the IDP allows for more effective budgeting processes.

Other sector planning processes include revision of the Integrated Zoning Scheme (IZS), a Stellenbosch Integrated Human Settlements Plan (Housing Pipeline), Infrastructure Sector Plans as well as specific Infrastructure Master Plans. Infrastructure Sector Plans include the Comprehensive Integrated Transport Plan (CITP), an Integrated Waste Management Plan (IWMP), a Roads Master Plan, an Electrical Master Plan and a Water Services Development Plan (WSDP) which are revised annually. Currently, particular focus is being given to sanitation and solid waste management

The overarching financial planning process culminated in the finalisation of the municipal budget which prioritises development and recognises the importance of addressing critical infrastructure backlogs impinging on the objectives for economic development. Well maintained infrastructure is of considerable strategic importance for the municipality to realise the vision for a greater Stellenbosch area to be a place of living, working and learning. The Local Economic Development Strategy also needs to be closely related to the financial planning process.

The sections below expand on key sector plans of the Stellenbosch Municipality.

6.1 SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework (SDF) forms a key component of the IDP as it indicates the spatial location and opportunities to achieve the various objectives and meet the demands of the local communities. It is a responsive document that reflects where the various prioritised needs of Council as set out in the IDP could be located in a spatially ordered manner. The SDF is further translated into the Integrated Zoning Scheme Bylaw (IZS), through which the municipality intends to proactively create development opportunities in keeping with the spatial development policies approved by Council when approving of the spatial development framework or its amendment from time to time.

Stellenbosch Municipality is transforming rapidly, primarily due to the influx of job seekers, residents and investors from other centres and major changes in the means of production and wealth creation. Key sectors of the economy have grown, new property developments have transformed the landscape in response to new market demands, homeless households have occupied strategically located parcels of land, the University has expanded its footprint, student accommodation has encroached into the suburbs, traffic congestion is a sign of growth that also brings into play new challenges, more malls have emerged, tourism has increased and the services sector has boomed (in particular IT).

Growth, expansion and innovation have to date taken place within the spatial layout of Stellenbosch's unique ecological and built environment. This spatial layout is partly the result of historical patterns of race- and class-based development; partly the result of specific planning frameworks that have been implemented over the decades; and partly the result of ad hoc decisions driven by property developers or desperate homeless households that have invaded land.

Future growth, expansion and innovation cannot be allowed to unfold in haphazard ways as this is likely to result in expensive outward low density sprawl and the related destruction of valuable eco-system and agricultural resources. Ad hoc development removes the certainty that everyone needs to make long-term investment decisions, including key players like the property developers, financial investors, development planners, municipal officials and ordinary households. The purpose of a Spatial Development Framework (SDF) is to provide maximum certainty to everyone. The SDF must provide everyone with a strategic vision of the future development of a given urban area. In the case of Stellenbosch, the SDF must answer the following questions: "How is Stellenbosch going to develop over the next ten to thirty years? What kind of development will take place and where will it take place?" Moreover, once the relevant

policy decisions have been taken, there should be no need for further red tape and reconsideration of matters at a technical level in consideration of land use planning applications.

In view of the above, the Municipality is considering certain amendments to the SDF approved in 2013. The following are some of the specific issues being considered for amendment, as are highlighted in more detail in the SDF Annexure to this document. Note that intensive public participation processes will be followed before implementation.

Specific issues for amendment of the current SDF (Approved February 2013):

- Correction / amendment of the urban edges
 - Logical adjustments to include existing approved development / exclude land
 - Adjustments for growth and development, e.g Northern Extension
 - Possible nodes of development
- Infill and development areas
 - Uses aligned to urban edge amendments (type and character)
 - Availability of bulk and external infrastructure
 - New housing development (subsidised housing, e.g. pipeline linked) needs
 - Prioritisation of development
- Major transport infrastructure
 - New transport interchanges
 - STOD (Sustainable Transit-Oriented Development) including identified areas for densification
 - The Provincial Department of Transport and Public Works agreed to do additional studies on the feasibility of the Western by-pass, which are currently in progress.
- Institutional development and facilities
 - Accommodation of the educational facilities linked to population growth
 - University planning – area south of Eerste River
 - Community facilities, e.g. catchment areas for indoor and other capital heavy sports facilities
 - Spatial distribution of municipal offices, community facilities, etc
- As far as the upgrading of the R44, the Provincial Department of Transport and Public Works will provide 3D models of three possible scenarios and an intensive public participation process to follow on the issues.

A number of strategies are being proposed to address some of the issues, namely:

- significant densification of existing neighbourhoods located in proximity of major transport infrastructure and the Stellenbosch University;
- establishment of an urban restructuring zone along the Helshoogte/Banhoek Road corridor for the development of high-density residential accommodation together with relevant non-residential facilities;
- identification of the Dennesig area bounded by Adam Tas Road/R44, Merriman Avenue, Bird Street and Molteno Road as a primary densification and development intensification area for the establishment of blocks of flats according to a predetermined pattern on clustered erven with heights of up to 6 storeys subject to certain performance criteria mixed with non-residential facilities;
- reconsidering urban edges in general to include existing/approved urban developments within urban edges and to exclude those areas/future nodes where urban development has not yet occurred;
- relaxing the urban edges for identified land parcels where major municipal services and transport infrastructure is required and the land already has urban development on two or more sides thereof;
- relaxing the urban edges for identified development in order to create employment opportunities, such as the proposed Klapmuts industrial area;
- the identification of Jonkershoek as a potential development node for the establishment of economic opportunities and limited residential accommodation with only the basic provision of non-residential

facilities to prevent future expansion of the residential area;

- prioritising the development of the Koelenhof, Vloottenburg and Klapmuts nodes to ensure effective integrated human settlement development linked to major transport infrastructure;
- creating new development areas to accommodate appropriate development for the northwards extension of Stellenbosch and around the Faure train station, along Baden Powell Drive;
- promoting the development of retail activities related to, and agricultural industries for the beneficiation of natural produce on farms, e.g. meat curing, beer breweries, wineries, packing sheds, bottling plants, jam factories, cheese making, milling, honey beneficiation, et cetera;
- permitting the use of open spaces for the establishment of markets in response to the LED Strategy;
- designation of heritage conservation areas and places; and
- accommodating the growth and development planning of the University of Stellenbosch.

It is important to note that after the SDF is approved by Stellenbosch Municipality, it will be used as a basis for making all development decisions in future within the framework of the Stellenbosch Planning Bylaw, 2015.

The Stellenbosch Municipal Area occupies a significant proportion of the Cape Floral Kingdom, which is the smallest of the world's six floral kingdoms. It covers only 0,06% of the earth's surface, yet contains over 9 000 plant species, making it a treasure trove of biodiversity. The conservation of this area is important from both a South African and an international perspective, as 69% of the species found in the Cape Floral Kingdom are found nowhere else in the world and many are under threat.

The main areas of concern are reflected in the Stellenbosch Environmental Management Framework (SEMF). These areas are threatened by agricultural activities, urban development and habitat disturbance through misuse, e.g. fires, waste disposal, vehicle movement, fencing, invasive vegetation, etc. Stellenbosch's river ecosystems play a crucial role in supplying the area with clean water for agriculture, food processing and direct human consumption. They also help to manage storm water at a lower cost than engineered solutions, and provide appealing natural spaces for recreation. A number of strategies have been approved to address some of the issues threatening the river systems. Those of relevance include:

- implementing river conservation zones of between 10 m and 30 m in width (depending on the width and maturity of the river) on each bank to protect riverside ecosystems from all human activities except for passive recreational pursuits;
- upgrading waste water treatment works to achieve minimum prescribed water quality standards;
- focusing development in low-density areas, infill, and brownfield land before considering greenfield sites;
- encouraging forms of tourism that reinforce Stellenbosch's unique sense of place;
- encouraging landowners outside formal conservation areas to conserve Endangered and Critically Endangered vegetation types, and to link with existing conservancies;
- supporting projects to eradicate alien vegetation in non-agricultural areas; and
- protecting conservation areas as a means of ensuring water quality and quantity.

Traffic congestion is one of the main concerns in the municipal area, together with the indicated lack of economic growth to counter the effects of the significant population growth in the predominantly lower income categories. The Municipality approved a Roads Master Plan (RMP) for the period 2012-17, which plan is being reconsidered for the next period and will be incorporated into the SDF. The RMP is integrated with various other strategic plans, such as the Comprehensive Integrated Transport Plan (CITP), Non-Motorised Transport Plan (NMT) and Integrated Public Transport Networks (IPTN). It is essential to plan, manage and implement transportation infrastructure to ensure sustainable, economic and socially acceptable transport services to those living in the Stellenbosch Municipal area. It is clear that the present road network fails to cope with the existing traffic, let alone the longer-term growth needs of the Stellenbosch area. This was particularly evident in the case of the higher order Provincial roads. It is therefore acknowledged that some roads, particularly in the historic town area, will in future still operate at capacity during peak periods (unless modal shift changes). It should however be noted that the peak period traffic congestion could spread over a longer time interval as a result of unresolved capacity problems. The following road/system improvements are essential:

- Polkadraai Road as arterial link to Cape Town;
- R44 South between Jamestown and Dorp Street;
- R44 North as a result of the proposed future employment concentration at Klapmuts;
- Adam Tas Road as major internal connector;
- R304 (Koelenhof Road) as a link to the N1;
- Merriman and Cluver Streets to cater for densification;
- Van Reede / Vrede Streets between the R44 and Piet Retief Street;

- Van Reede Street westbound extension to Techno Park linking into Electron Road;
- Jamestown alternative access;
- Rustenburg Road into Idas Valley;
- Eastern Link Road as an alternative access into Stellenbosch from the south through Paradyskloof and Brandwacht;
- Alternative access to Dorp Street (across the Eerste River) as an alternative to the congested Piet Retief Street;
- A non-motorised transport/public transport route along each of the major arterials (R304, Polkadraai, R44 North and South) from designated park and ride areas on the outer edges of the town; and
- Western Bypass for traffic having a need to bypass to Stellenbosch linking the R44 to the R304.

The SDF for Stellenbosch Municipality was adopted in 2013 and is proposed for amendment in alignment with this IDP as detailed in the Annexure hereto, while retaining the seven spatial development principles. Proposed amendments to the SDF is attached as Appendix 4.

6.2 INTEGRATED ZONING SCHEME

Background

The integrated zoning scheme is a tool used in land use management to ensure the implementation of Council's land development objectives. Land use management is a means of establishing or implementing any statutory measure to manage, restrict or regulate the use/development of land within the municipal area. Land use management systems of the municipality consist of various mechanisms of which the Stellenbosch Municipal Spatial Development Framework (SMSDF), heritage registers and conservation plans, official municipal land use policies and by-laws, as well as integrated Zoning Scheme bylaw form the main or core components.

The Municipality has prepared a draft Integrated Zoning Scheme (IZS) to standardise, review and address the main shortcomings of the different "legacy" zoning and scheme regulations of earlier administrations. These older schemes include the Stellenbosch, Franschhoek, Kayamandi, rural area, etc zoning schemes which regulate land in different manners. With the inception of new order planning legislation (SPLUMA and LUPA) a municipality, must adopt and approve a single zoning scheme for the entire municipal area. Together with this requirement a municipal land use planning bylaw also forms part of the new order legislation to regulate administrative processes.

Integrated Zoning Scheme and Land Development Management By-laws:

The zoning of land determines the use rights therefore (e.g residential, business, industrial, open space and recreation) and prescribes and regulates the restrictions within which land may be developed (e.g. height of buildings, distances from street, floor area, parking and so forth). Zoning is an internationally accepted method of land use control and land development management. The overarching objective of zoning schemes is to maintain, protect and upgrade the general welfare, public health and safety of all the inhabitants of a defined area. The draft IZS was adopted by Council on 24 October 2013 and referred to the Western Cape Department of Environmental Affairs & Development Planning (DEADP) for final approval. Comments have been received from DEADP, but due to legislative changes (promulgation of SPLUMA and LUPA) a revised legal process needs to be followed in order to finalize this document.

The Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013), hereafter referred to as "SPLUMA", was introduced by the National Government as a national framework act to control land use planning. Within the Western Cape Province, the Western Cape Government will be repealing the Land Use Planning Ordinance, 15 of 1985 (LUPO) and has approved the new Western Cape Land Use Planning Act, hereafter referred to as "LUPA".

The effect of the two pieces of law reform entails that Municipalities will now have full responsibility for land use planning in their areas of jurisdiction and could embark on a process in terms of the Municipal Systems Act, to compile by-laws to regulate the administrative processes for municipal land use planning and the integrated municipal zoning scheme by-laws.

The Stellenbosch Municipal IZS was initially compiled in terms of the provisions of LUPO and must now be converted into a by-law in terms of SPLUMA and LUPA, considering that LUPO will eventually be repealed by LUPA.

The Land Use Management Section will now embark on the next process to finalise the Intergrated Zoning Scheme and the Land Use Planning by-laws within the last quarter of the 2014/2015 financial year running into the 2015/2016 financial year.

Phases 1 to 4 have been completed as seen in the project plan phases below:

1. Project initiation
2. Redraft IZS in terms of new legislation + amendments required by Planning Department
3. Linguistic editing and translation into Afrikaans & Xhosa
4. Prepare draft item for permission from Council to advertise
5. Public Participation & Stakeholder engagement
6. Resubmit final Scheme to full Council for adoption
7. Updating GIS cadastral and zoning information and capture all decisions from 2012 to promulgation date
8. Training sessions for staff & Councillors

The project commenced on 02 September 2015 and is anticipated to be completed by December 2016.

6.3 HERITAGE LANDSCAPE PLAN

The South African Heritage Resources Act, 1999 (Act 25 of 1999) (HRA) provides amongst others for:

- an integrated and interactive system for the management of the national heritage resources;
- the promotion of good government at all levels, and empower civil society to nurture and conserve their heritage resources so that they may be bequeathed to future generations;
- laying down of general principles for governing heritage resources management;
- an integrated system for the identification, assessment and management of the heritage resources;
- setting of norms and maintaining essential standards for the management of heritage resources and to protect heritage resources; and
- the protection and management of conservation-worthy places and areas by local authorities.

Responsibilities and competence of heritage resources authorities and local authorities for identification and management of national estate:

There is a three-tier system for heritage resources management, in which national level functions are the responsibility of SAHRA, provincial level functions are the responsibility of provincial heritage resources authorities and local level functions are the responsibility of local authorities. Heritage resources authorities and local authorities are accountable for their actions and decisions and the performance of functions under this system.

The HRA makes it clear that a planning authority must at the time of revision of a town or regional planning scheme, or the compilation or revision of a spatial plan, or at the initiative of the provincial heritage resources authority where in the opinion of the provincial heritage resources authority the need exists, investigate the need for the designation of heritage areas to protect any place of environmental or cultural interest. Where the provincial heritage resources authority is of the opinion that the need exists to protect a place of environmental or cultural interest as a heritage area, it may request a planning authority to investigate its designation in accordance with proposals submitted by the provincial heritage resources authority with its request.

The planning authority must inform the provincial heritage resources authority within 60 days of receipt of such a request whether it is willing or able to comply with the request. Where the planning authority informs the provincial heritage resources authority that it is willing and able, the provincial heritage resources authority must assist the planning authority to investigate the designation of the place as a heritage area. Where the planning authority does not so inform the provincial heritage resources authority, or informs the provincial heritage resources authority that it is not so willing and able, the provincial heritage resources authority may investigate the designation of the place as a heritage area and, with the approval of the MEC, designate such place to be a heritage area by notice in the Provincial Gazette.

A local authority may, by notice in the Provincial Gazette, designate any area or land to be a heritage area on the grounds of its environmental or cultural interest or the presence of heritage resources, provided that prior to such designation it shall consult the provincial heritage resources authority; and owners of property in the area and any affected community, regarding inter alia the provisions to be established for the protection of the area. A local authority must however provide for the protection of a heritage area through the provisions of its planning scheme or by-laws under the HRA, provided that any such protective provisions shall be jointly approved by the provincial heritage resources authority, the provincial planning authority and the local authority, and provided further that the special consent of the local authority shall be required for any alteration or development affecting a heritage area.

Stellenbosch Municipal area comprises a wide array of wilderness, rural and urban domains essential for heritage conservation. Heritage conservation is only possible through the establishment of an appropriate heritage resource inventory and a related management plan, for the entire municipal area for two main reasons:

- Firstly so that the surviving heritage resources and their significance are properly identified and managed in the broad public interest: all in accordance with, as well as in terms of the aims of the Stellenbosch Municipality and of affected communities and groups.

- Secondly, such heritage inventory and management plan are necessary so that current and future development needs, considered at many scales and time-frames, may be shaped effectively, and with due regard to the significant heritage resources that have survived and that should be respected. These landscapes have long been inhabited by diverse peoples and the adaptations that have resulted over the centuries encompass very positive landscape and settlement layering, as well as some negative intrusions that have been occasioned in more recent decades.

What needs to be identified and pursued are far more sustainable and creative development opportunities, via the application of strong and resilient concepts and a more sophisticated, yet practical and achievable, developmental and growth management paradigm that spans heritage and development. The approach of the study is to systematically develop an understanding about the overlapping rational spatial constraints and informants (across ecological, heritage and development dimensions) that exist and should prevail in the interest of the longer-term public good. Overall this approach will help to define spatially three kinds of areas:

- no-go areas (wilderness and rural areas) where no urban development should be permitted;
- areas suited for urban intensification of existing settlements; and
- the determination of areas and sites for new and dense urban villages, not suburbia.

Clearly there is much commonality to be found in the rural area plan, SDF and Heritage Inventory and Management Plan. The heritage inventory, the SEMF and SDF and will jointly form the basis for the preservation and management of the rural area and cultural landscape. The Heritage Plan and Management Plan is intended to provide detailed management information and guidelines on heritage resources in the municipal areas.

Through the Stellenbosch Heritage Foundation a heritage register was completed for the historical core of Stellenbosch and submitted to Heritage Western Cape for assessment while a similar register was completed for the Stellenbosch University and approved by Heritage Western Cape.

6.4 INTEGRATED HUMAN SETTLEMENT PLAN

The Municipality is currently in the process of reviewing the Human Settlements Plan in order for this plan to be aligned with the Urban Development Strategy. The emphasis of this revision is to give spatial context to this strategic document and also then to align same with Spatial Development Framework (SDF) and Integrated Development Plan (IDP). This process will take approximately two financial years.

The current approved Stellenbosch 2017 Housing Strategy supports the SDF's proposed municipal spatial configuration comprising a system of interconnected and tightly configured settlements with clear urban edges, surrounded by agricultural land. The target is the provision of roughly 18 775 residential units to cater for the current backlog in housing. The objective of the housing pipeline is to provide more emphasis on the following housing types or programmes:

- Informal settlement upgrade.
- Social housing (the National Minister of Human Settlements approve Stellenbosch as a restructuring town and restructuring zones end November 2016).
- Formalised home ownership.
- Employer housing (especially farm worker housing).
- GAP housing

The estimated cost of this programme will be approximately R9.5 billion over 10 years. The first of such a mixed used development will take place in Idas Valley. A key proposal was to utilise municipal land provided at reduced cost for formal home-ownership in order to cross-subsidise other housing types. The implementation of the HSP requires considered integrated administration, management and planning, arguably beyond the capacity of existing delivery mechanisms.

Priority projects which were identified in the housing pipeline as approved Council on 15 June 2016 are:

- Upgrading of informal settlements, (Mandela City, Klapmuts and Langrug, Franschhoek) Access to Basic Services (ABS)
- Jamestown, Farm 527 (phases 2 and 3) and Idas Valley Housing Project
- Rezoning of Enkanini, Kayamandi

In line with the SDF, housing opportunity and upgrading of informal settlements occur in a dispersed manner in the municipality, as indicated in Figure 4 below.

6.5 COMPREHENSIVE INTEGRATED TRANSPORT PLAN

The National Land Transport Act (NLTA), Act 5 of 2009, requires “Type 1” planning authorities (the country’s major cities and towns (including Stellenbosch Municipality), to prepare Comprehensive Integrated Transport Plans (CITP). Generally a CITP is considered as a mechanism by which planning authorities can plan for, develop, manage, integrate and provide for all modes of transport in their areas of jurisdiction.

CITP’s must, inter alia:

- Enhance the effective functioning of cities, towns and rural areas through integrated planning of transport infrastructure and facilities, transport operations including freight movement, bulk services and public transport services within the context of IDP and land development objectives.
- Direct employment opportunities and activities, mixed land use and high density residential development into high utilisation public transport corridors interconnected through development nodes (thereby discouraging urban sprawl);
- Give higher priority to public transport than private transport by ensuring the provision of adequate public transport services and applying travel demand management measures in a manner that provides incentives for sustainable mobility management; Maintain and further develop road infrastructure so as to improve travel by all road-based modes of transport where appropriate; and
- Acknowledge and, where necessary, plan for the role of appropriate non-motorised forms of transport such as walking and cycling. Stellenbosch completed a five-year CITP in 2010. The work was supported through structured public participation with other spheres of government, industry stakeholders and citizens.

The CITP is compiled for a five year period and the latest completed CITP has been prepared and adopted by Council for the 2016-2020 period. This CITP will also be updated on an annual basis.

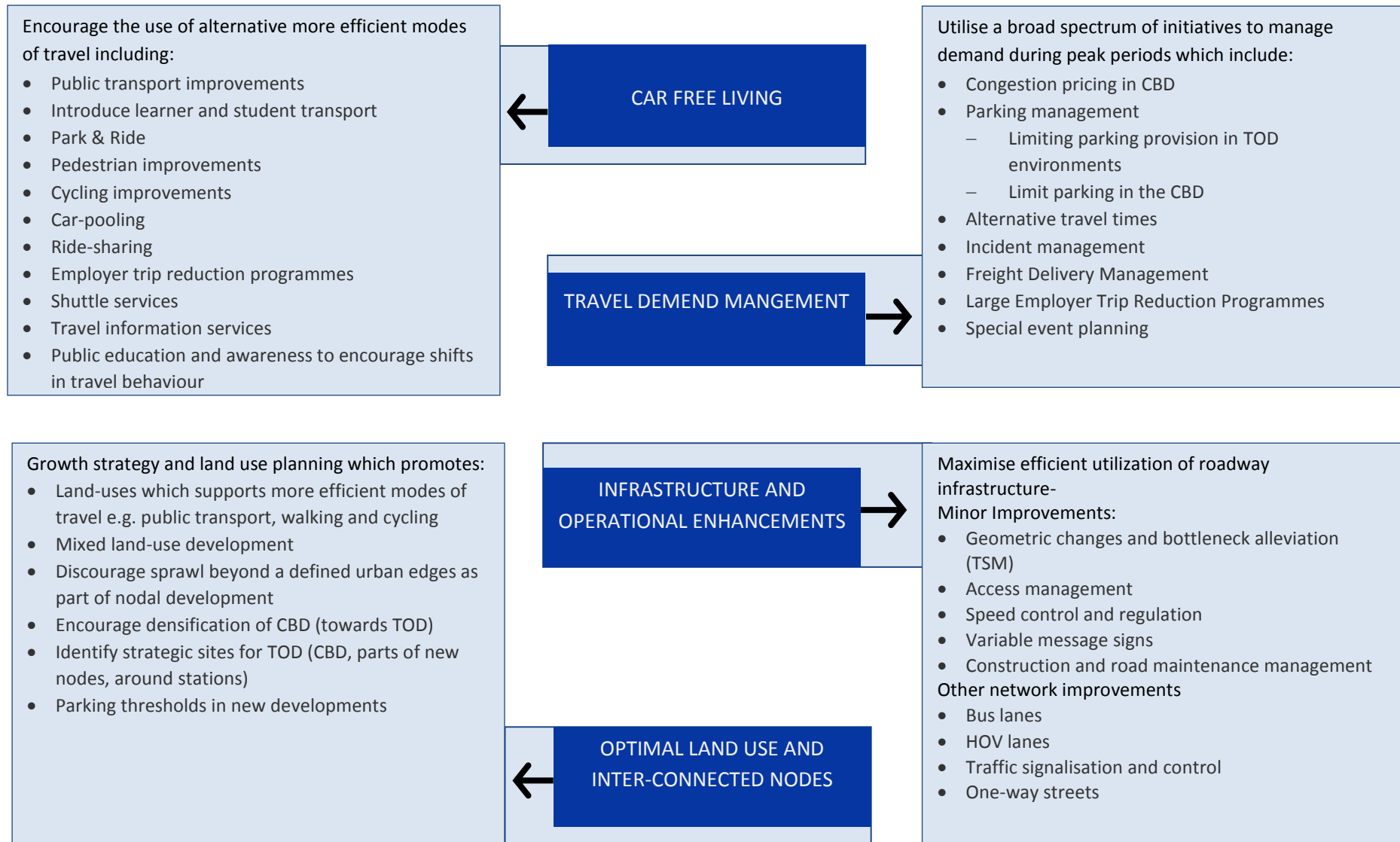
6.5.1 Strategic Intervention

The following areas of strategic intervention have been proposed for Stellenbosch:

- “Towards Car Free Living” which refers to strategies that encourage more effective modes of travel such as public transport, NMT and other mechanisms to increase the number of passengers per vehicle.
- “Travel Demand Management” which refers to strategies that manage overall demand for travel during peak periods such congestion pricing and parking management.
- “Infrastructure and Operational Enhancements” which refer to capacity improvements to transport infrastructure but only as part of the overarching transport philosophy in Stellenbosch. Therefore it could include infrastructure interventions such as by-passes or bus/high occupancy lanes.
- “Optimal Land-Use and Interconnected nodes” which refers to integrated land use and transport planning which supports and promotes transit orientated development (TOD). .

A Transport Working Group has been established to contend with the range of transport related challenges in Stellenbosch Municipality. This committee draws together a wide range of role-players including the Passenger Rail Agency of South Africa (PRASA), Western Cape Provincial Government, Transport for Cape Town (TCT), the Cape Winelands District Municipality (CWDM), the University of Stellenbosch, the Stellenbosch Sakekamer, taxi-associations, etc.

Diagram to indicate the Strategic Interventions reflected in the IDP



6.5.2 Institutional Capacity Building

The NLTA defines a Planning Authority as “a Municipality in relation to its planning functions”. The primary function of a Planning Authority is dealt within section 36 of the NLTA which requires that all Planning Authorities must prepare Integrated Transport Plans (ITP) for a five year period.

In terms of the “Minimum Requirements for the Preparation of Integrated Transport Plans” published by the Department of Transport, three levels of Planning Authority are distinguished. The level of Planning Authority determines the complexity of the ITP to be prepared. Generally, Metropolitan Municipalities (Category A) are level 1 Planning Authorities and must prepare Comprehensive ITP’s (CITP), District Municipalities (Category B) are level 2 Planning Authorities and must prepare District ITP’s (DITP) and Local Municipalities (Category C) are level 3 Planning Authorities and must prepare Local ITP’s (LITP).

There are many planning authorities that for the past 10 years have been overseeing consultants or even internally preparing their own ITPs. However, there are also still many municipalities that have not fully taken on this function due to limited capacity or limited funding. They have relied on the Provincial Governments to assist and lead this ITP process. They have limited understanding of the importance of the ITP or knowledge of the process required. It is for this reason that the Province has included a capacity building component to this round of ITP updates and as such it was also requested of Stellenbosch Municipality to undertake a capacity building exercise as part of updating their CITP.

As part of the Province’s own process a capacity building presentation and booklet have been developed and have been presented to all district municipalities with the exception of Eden DM and Stellenbosch Municipality.

The budget for the next MTREF period provides for transport planning in terms of the strategic interventions identified in the CITP. The critical challenges with regards to transport in Stellenbosch are reflected in the fact that Stellenbosch has to prepare a Comprehensive Integrated Transport Plan (CITP), whereas other local municipalities only have to prepare a Local Integrated Transport Plans. The Stellenbosch Municipality’s capacity to deal with these exceptional challenges is currently being assessed and the service delivery mechanisms may be substantially improve over the following two years. The Western Cape Department of Public Works, Roads and Transport has also identified Stellenbosch as a priority town to address its transport challenges, and has to this extend signed a memorandum of agreement with the Municipality to avail additional funds for investigations, infrastructure and institutional capacity

6.6 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

Stellenbosch Municipality had a third generation IWMP drafted, which was done by GreenCape. Although the 3rd Generation IWMP is only due in 2017, the fact that Stellenbosch Municipality is facing a waste crisis due to limited landfill disposal space, necessitated an immediate review. The period of review is from 2015-16 as immediate short-term, and 2017-2022 as medium to long term. The latter will also keep it in line with the timeline of review. The plan was last reviewed and updated in 2010 and a final has been drafted (internally/externally) and served before Council, during November 2016, after which it will be published for Public Participation and promulgation by Council.

The plan has been prepared in terms of the requirements of the National Waste Management Strategy (March 2010) and considers:

- Waste disposal;
- Education and awareness raising;
- Enforcement and by-law requirements;
- Organisational arrangements;
- Waste information management;
- Waste minimisation, re-use and recycling;
- Waste collection and asset management; and
- Waste treatment.

The IWMP is presented in three parts:

Part A contains baseline information and an in-depth review of the current status of the Stellenbosch Municipality.

- Part B is a summary of the gaps and needs.
- Part C assesses the gaps and recommends suitable alternatives with concomitant priority status. Preferred alternatives are provided with an implementation plan and monitoring framework.

Priority issues identified are the following:

- Implementing proper staffing and allocation of financial and human resources for the Waste Management Department.
- Closing of existing landfill site and finding alternatives to achieve compliance with current legislation.
- Minimising waste and providing education to ensure more responsible waste management.
- Reducing waste quantities to the landfill.
- Managing waste information and in particular waste data at the landfill site and providing adequate services at the landfill site to ensure proper management of the site.
- Building capacity of staff equipped to deal with critical waste management aspects.

- Establishing a regional facility and alignment with Cape Winelands District Municipality planning.
- Involving industry in waste minimisation and responsible waste management.
- Reviewing tariff policy and fee structure to ensure cost recovery.
- Reviewing and updating of fleet requirements and alignment with current needs.
- Assessing Drakenstein Municipality's Waste-to-Energy model and perhaps feeding into it
- Diversion of waste to City of Cape Town facilities

The Devon Valley waste disposal site and its life span is one of the critical decision areas for the Municipality. This process is not straightforward since the provincial authorities will determine, through an authorization and licensing process, what decisions will have to be taken. Alternative considerations will need to take into account options such as drop-offs and transfer stations, as well as a regional facility with the Winelands District Municipality.

Another focus area for the municipality is waste minimisation. Alternatives that are being proposed include economic and political instruments such as green taxes, recycling subsidies and financial incentives for waste generators (e.g. pay- as-you-throw policy measures).

The inclusion of public-private partnerships, community involvement and alternative technologies is crucial and an appropriate mix must be found to address the needs of the Municipality accurately.

There is a fundamental need to capacitate the community, the private sector and also municipal officials on best practice in waste management. Various alternatives in this regard have been proposed, but it is important to apply, an integrated approach.

In terms of our current recycling process, Stellenbosch Municipality has a "two-bag system" which occurs in middle to higher income areas and is rendered once a week (with clear bags). These recyclables are transported to Kraaifontein. A materials recovery facility (MRF) is currently in a design and planning phase and a pilot project linked to the MRF will also be implemented.

All licensed waste disposal facilities are audited quarterly internally, and one external audit is conducted annually on both facilities. The external audit report clearly demonstrates major improvements over a 3 year cycle (2013 – 2015). A functional Residents Monitoring Committee meets quarterly, and has complimented the municipality for the positive impact and compliances instituted over the past few years. The Klapmuts Waste Transfer Station did regress over the period 2014-2015, but a contract supervisor and contract foreman was appointed to address controls and compliance at the facility. The municipality will also fence the entire area in this financial year, with possible roll-over in the following financial year to prevent unauthorized entry. A weighbridge is also planned for the facility to better manage incoming tonnages. Security remains a major challenge at this facility. The Franschoek mini-drop-off facility will also be upgraded and neatened to improve the aesthetics of the facility.

6.7 ELECTRICAL MASTER PLAN

A new Electrical Master Plan is being prepared and has been finalised in May 2016. The plan aims to provide the Stellenbosch Municipality with a clear view and long-term plan for the development of electrical infrastructure required to support the envisaged demand growth in Stellenbosch and surrounding areas. The municipality also evaluated the long-term viability of existing infrastructure and expansion and refurbishment requirements thereof, where new infrastructure should be located and which components, either existing or new, will be required.

The Electrical Master Plan comprises the following main elements:

- Documented assessments of primary equipment at all 66/11 kV substations and 11 kV switching substations within the municipal area.
- Site-specific assessments to provide a systematic estimate of the life remaining in substation facilities, and planning to extend the life of facilities to meet future needs.
- Development of a geographical load forecast based on regional demographic and historical load growth patterns, as informed by the SDF. (The anticipated long-term load forecast was directly used as input to the expansion plan.)
- Development of network strengthening and expansion options and technical evaluations to ensure that load and performance criteria are met over the short, medium and longer term (2025).
- Preparation of cost estimates of the technically viable expansion and strengthening options.

The Electrical Master Plan is regularly updated and is used in medium-term project planning, prioritization and budgeting.

6.8 WATER SERVICES DEVELOPMENT PLAN

As a Water Services Authority (WSA), the Stellenbosch Municipality has a duty in terms of Sections 12 and 13 of the Water Services Act (Act No 108 of 1997) to prepare and maintain a Water Services Development Plan (WSDP). The municipality prepared a comprehensive WSDP in 2007. A service provider has been appointed for the update of the WSDP. Updating of the plan is not yet finalized and will be finalized in early 2017. The Annual Water Services Audit has been completed during November 2016.

As part of the WSDP package, the municipality maintains:

- Water and sewer master plans
- A water safety plan
- A drinking water quality sampling programme
- A water demand management (WDM) strategy

Key findings of the WSDP are outlined below:

Basic services and level of service

- There is no basic water and sanitation services backlog in the urban areas of the municipality. A small number of the households on farms are still without basic water and sanitation services.
- The clinics, hospitals and schools in the municipal area have adequate and safe water supply and sanitation services.
- All indigent households receive free basic water (the first six kilolitres of water) and sanitation services.
- All the formal households in urban areas of the municipality are provided with water connections and waterborne sanitation facilities inside the houses (higher level of service). Communal standpipes and ablution facilities are provided in the informal areas as a temporary emergency service. Communal standpipes represent the weakest part of a network's water supply services. Standpipes are often constructed in ways that cannot withstand excessive use (and abuse) and are often neglected in terms of operation and maintenance, adversely affecting the health of its already vulnerable and poor users.
- A sustainable type of water and sanitation facility needs to be provided to the households on those farms with current services below RDP standard. Stellenbosch Municipality is committed to supporting the private landowners as far as possible with regard to addressing the current services backlog on farms, as identified through the Cape Winelands Rural Survey of Service Levels.

Water supply and accommodating growth

- Detailed water balance and future water demand projection models were developed as part of the WSDP process, in order to plan adequately for the augmentation of the existing water sources.
- The Municipality is currently busy with the updating of the service delivery agreements with the CoCT for the provision of potable bulk water to some of the towns in the municipal area.
- For Stellenbosch, Franschhoek, Dwars River, Klapmuts and Raithby, the existing water distribution system has insufficient capacity to supply the water demands for future growth

potential.

- From a water services perspective, the most significant challenges are the augmentation of the existing water sources, the replacement and upgrading of old infrastructure to accommodate development, the provision of sustainable basic services to informal settlements, and to ensure the provision of basic services to rural communities located on private farms.

Maintenance of infrastructure

- Both water infrastructure and sanitation infrastructure require serious remedial investment. About 38,6% of the water supply infrastructure is in a poor or very poor condition and the condition backlog is in the order of R324,8 million. The bulk of the backlog is made up of the water reticulation pipeline assets. About 43,4% of the sanitation infrastructure is in a poor or very poor condition and the condition backlog is in the order of R283,4 million. The bulk of the backlog consists of the sewer reticulation assets and the Stellenbosch WWTW
- An Infrastructure Asset Register is in place for all water and sanitation infrastructure. It is critical that an Infrastructure Asset Management Plan is developed and implemented, based on the principle of preventative maintenance to ensure that damage to assets is prevented before it occurs. Assets must be rehabilitated and/or replaced before the end of their economic life and the necessary capital funds must be allocated for this purpose. Maintenance activities have been increasingly focused on reactive maintenance as opposed to preventative maintenance.

Current infrastructure projects

- The upgrading of the Paradyskloof WTWs and the Stellenbosch WWTWs is currently taking place. The other WWTWs are also being refurbished, with a Risk Reduction Action Plan that is being implemented, in order to improve the performance of the existing WWTWs and to ensure that the treated effluent discharged from the WWTWs complies with the legal requirements.

Water Demand Management

- Although the Municipality has a five block step tariff system that discourages wasteful or inefficient use of water, the implementation of comprehensive water demand management interventions has been limited, primarily owing to a lack of human resource capacity to undertake the necessary work, and budget constraints.
- The Municipality needs actively to implement the WDM strategy in order to reduce the current percentage of non- revenue water as far as possible and to keep the future water demand as low as possible.

Climate change

- In terms of adapting for climate change, water systems will need to be more robust and new or alternative sources of supply may need to be found. Increased skills will be required from water managers and long-term water projections are required. Although an overall decrease in rainfall is not generally forecast, increased variability in the climate and frequency of extreme events, as well as increased temperature and wind could have an impact on water sources, particularly surface waters. It is therefore advisable for the Municipality to maintain a conservative approach to the management of water sources, including the following actions:
- Establish assurance of supply levels of all water sources.
- Increase assurance of supply of the water resources by ensuring that there is at least 10% additional capacity (headroom), when considering the maximum 24-hour demand on the peak month of the year.

- Do not undertake new developments unless a proper investigation of the implication on water sources and sustainability in the long term has been undertaken.
- Vigorously implement WDM measures, especially in terms of increased water efficiency, frequent monitoring of the water supply system from the sources to the consumers, and regular and adequate system maintenance and repairs.

Blue Drop Awards have been awarded for four of the Municipality's five water supply systems. Three awards were received in conjunction with the City of Cape Town, which supplies water to these systems – from where Stellenbosch manages distribution to end users. A further Blue Drop Award (the fourth consecutive award) recognised the Stellenbosch water supply system for water treated by the Municipality's Idas Valley and Paradyskloof water treatment plants. The Department of Water Affairs acknowledged this exceptional performance by awarding a silver award to Stellenbosch.

The Municipality did not receive a Blue Drop Award for the Franschhoek water supply system that receives water from its own Franschhoek water treatment works. This was expected because of certain infrastructure issues in this system. Projects have been initiated to address these issues.

Level of Service

In the rural area the responsibility lies with the landowner to manage stormwater over his land. In the urban area the responsibility lies with the local Municipality. The objective in storm water management is to be able to accommodate a 1:5 year storm in the residential areas and 1: 2 in the urban areas as contemplated in the Guideline for Human Settlements Planning and Design. The Water Act (Act 36 of 1998) determines that floodlines should be indicated on development plans. Floodline determination has been done in the past but this information is outdated. The municipality is currently busy compiling a hydrological model to determine the latest floodlines on the rivers in Stellenbosch and Franschhoek for the urban area. It is a development condition for all future **developments** to do a floodline determination.

Maintenance of Infrastructure

The system is currently maintained on an ad hoc basis during the dry season. A Winter Preparedness plan is rolled out before the onset of winter to clean all stormwater infrastructure. Critical areas have been identified and maintenance teams are deployed when high rainfall is predicted. Localised flooding is experienced during high runoff events. The networks in these problem areas are constantly upgraded to reduce the likelihood of flooding. Priority is given to areas where houses are flooded or likely to be flood.

Risk Mitigation

In Stellenbosch erosion of riverbanks is currently a problem and the river maintenance plans and the hydrological model that are currently being determined will give guidance to the interventions that is required to reduce the risk. In some instances the riverbank erosion will impact on private property. The floodline determination of the La Cotte river in Franschhoek proved that some of the properties along the riverbanks are at risk in the 1:50 and 1: 100 flood events. An environmental process is currently underway to determine the way forward.

Backlogs in water and sanitation Services

A municipality as a Water Services Authority (WSA) has a duty to all its customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water and sanitation services to promote sustainable livelihoods and economic development. To ensure this it is important that the backlogs within the water and sanitation infrastructure should be addressed.

Backlogs could be defined in three broad categories:

1. Backlogs regarding access to basic water and sanitation services. (Basic water and sanitation services to RDP standards)
2. Conditional backlogs. (Lack of maintenance)
3. Capacity backlogs. (Increase in consumers)

Backlogs - Access to basic levels of service.

- There is no basic water and sanitation services backlog in the urban areas of the municipality. A small number of the households on farms are still without basic water and sanitation services.
- The clinics, hospitals and schools in the municipal area have adequate and safe water supply and sanitation services.
- All indigent households receive free basic water (the first ten kilo-liters of water) and sanitation services.
- All the formal households in urban areas of the municipality are provided with water connections and waterborne sanitation facilities inside the houses (higher level of service). Communal standpipes and ablution facilities are provided in the informal areas as a temporary emergency service. Communal standpipes represent the weakest part of a network's water supply services. Standpipes are often constructed in ways that cannot withstand excessive use (and abuse) and are often neglected in terms of operation and maintenance, adversely affecting the health of its already vulnerable and poor users.
- A sustainable type of water and sanitation facility needs to be provided to the households with current services levels below RDP standard. Stellenbosch Municipality is committed to supporting the private landowners as far as possible with regard to addressing the current services backlog on farms.
- The bucket-system currently used on Blaauwklippen Farm, is of big concern. It can't be seen as a backlog for the municipality because it is not situated on municipal property or its function. Subsidies and assistance for the re-establishment of the community by the municipality is proposed.

Conditional and Capacity Backlogs of Infrastructure.

Resolving inequality and growing the economy will require access to water and sanitation services for the 20 000 new residential units proposed for Stellenbosch Municipality. This will require a doubling of infrastructural service points over the next 10 years

Water:

Achieving a sustainable future for Stellenbosch will depend on its ability to make best use of available resources for the benefit of all. In previous financial year reports it was estimated that about 39% of water supply infrastructure were in a poor condition and conditional backlogs were in the order of R325 million. To address these backlogs and confirm future development, approximately R 169 million was allowed for in the next three years capital budget. The water services department aims to reach the expenditure targets by the end of the financial year. Projects undertaken to address backlogs include, amongst others: Water and sanitation pipe replacement, the upgrade of bulk water-, waste water pipelines and reservoirs in Cloetesville, Franschhoek, Kayamandi, Jamestown and Stellenbosch.

Waste Water:

Previous reports indicated that 43% of the Stellenbosch sanitation infrastructure had been in a poor or very poor condition and the condition backlog was estimated in the order of R283 million.

An amount of R 260 million was allowed for in next three years capital budget to address these backlogs and ensure sanitation infrastructure for future development. The upgrade of Stellenbosch and Klapmuts WWTW is well underway and the upgrade of the Wemmershoek WWTW had been completed. Upgrade to the Pniel WWTW is also planned for the near future. It is the intention of Stellenbosch water services department to reach the expenditure targets for the year. Construction of WWTW will be completed by January 2018.

6.9 LONG TERM WATER CONSERVATION AND WATER DEMAND STRATEGY

The Long term Water Conservation and Demand Management Strategy was approved by Council on Tuesday, 25 February 2014. Water Conservation and Demand Management (WC/WDM) is mostly more cost effective and has less environmental impact when compared with developing new sources of supply, provided there is scope for implementing WC/WDM measures. The payback period for the implementation of WC/WDM in this municipality is 3 years which is considerably less than the 20 years that one would expect with major infrastructure projects. A service provider has been appointed for the update of the WCWDS. Updating of the plan is not yet finalized and will be finalized in 2017.

It is therefore an effective way of delaying the development of infrastructure for new water resources and reducing the need to new and upgrade bulk infrastructure.

WC/WDM involves measures which:

- Reduce real water losses in the water network;
- Reduce the consumption of the municipality and consumers;
- Increase the re-use of water by the municipality and consumers; and
- Increase the use of alternatives to potable water by the municipality and consumers.

The current bulk water input into the water network is 30,000 kilolitres per day (kl/d) with a level of unaccounted for water (UAW) of **29%**. A comprehensive WC/DM strategy which includes a 10 year financial plan has been developed. The strategy has two goals. The municipality will:

1. Prioritize the implementation of Water Conservation (WC) and Water Demand Management (WDM) strategy.
2. Ensure on-going planning, management, monitoring and enabling environment.

This report recommends that the municipality adopt WC and WDM as a key service delivery strategy. The WC/WDM Strategy outlines what initiatives need to be taken each year, an estimated budget for each initiative and the water savings that can be expected. The strategy will need to be updated annually incorporating the measures already implemented and those still to be implemented.

It is expected that a total savings of 7,846 kl/d (26%) can be achieved over the next 10 years.

The unrestricted growth in water demand versus the growth in water demand assuming WC&WDM is implemented is shown in figure 5 below.

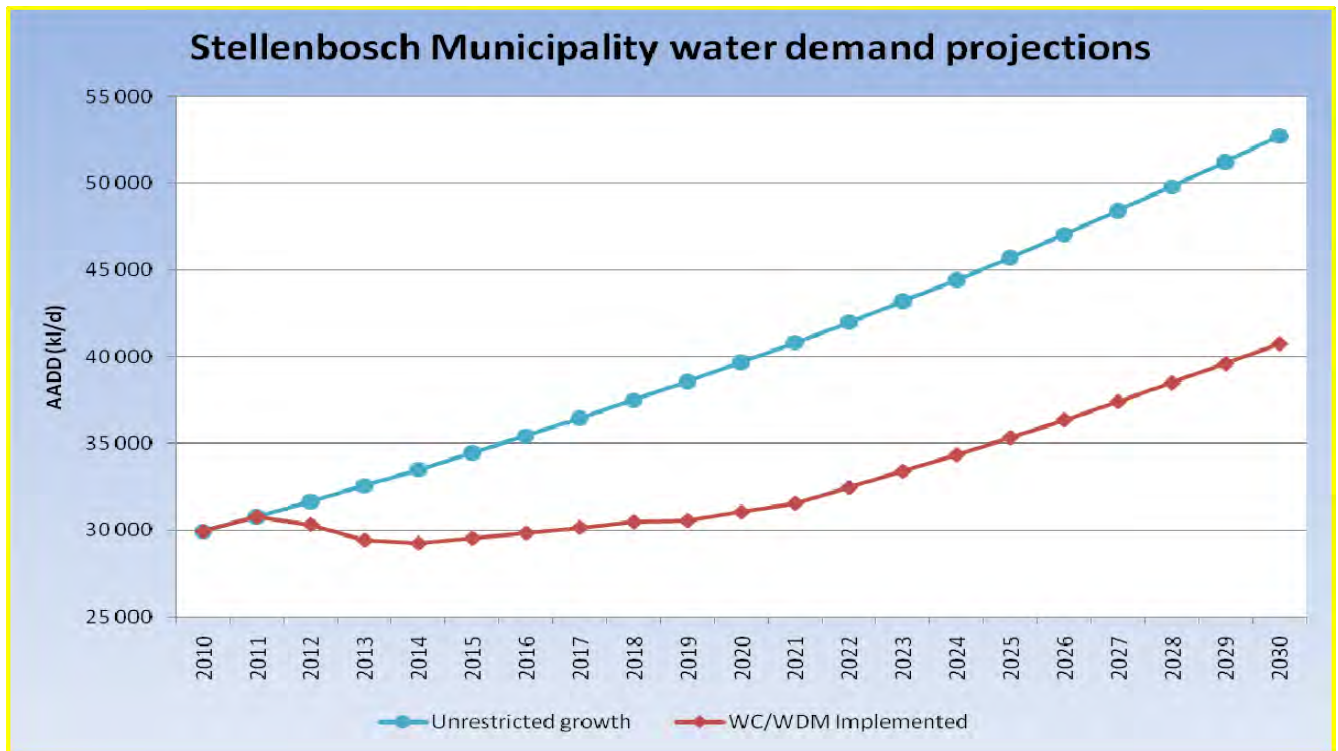


Figure 5: Unrestricted versus WDM growth in demand

Note that each town in the municipality has water supplies independent of each other. When implementing WC/WDM in the municipality it is critical to implement in those towns where the existing supply will become inadequate for the demand the soonest. This will enable the municipality to delay the implementation of expensive infrastructure. The total budget required is R42.4 million over 10 years.

6.10 DISASTER MANAGEMENT PLAN

Introduction

The Disaster Management Act 57 of 2002, the Municipal Systems Act (Act 108 of 1996), The Constitution of the Republic of South Africa (Act 108 of 1996), The Municipal Structures Act (117 of 1998), The Fire Brigade Services Act of 1999, The National Health Act 2003 forms the legislative basis upon which disaster management and related matters are dealt with. This mandate places a significant responsibility of the Department's role within Local Government.

Disaster Management has become the major challenge the entire world is faced with currently owing to the ever growing population, climate change, and the ever changing environment in general.

South Africa, the Western Cape, Stellenbosch faces increasing levels of disaster risks. It is exposed to a wide range of weather hazards, including severe storms and drought that can trigger widespread hardship and devastation, which is ever increasing. These Occurrences/disasters are also the ultimate test of emergency response capabilities.

Abbreviated Risk Profile

FEATURE	RELEVANT INFORMATION AND CONSIDERATIONS												
Climate & Weather	Summers are dry and warm to hot, with some February and March days rising to 40°C and beyond. Winters are cool, rainy and sometimes quite windy, with daytime temperatures averaging 16 C. Snow is usually seen a couple of times in winter on the surrounding mountains. Spring and autumn are colder seasons, when daytime temperatures hover in the twenties.												
Community Capacity	<ul style="list-style-type: none"> - Ranking number 70 by population size in the country - Population 155,733 <table border="1"> <thead> <tr> <th>Group</th><th>Percentage</th></tr> </thead> <tbody> <tr> <td>Black African</td><td>28,1%</td></tr> <tr> <td>Coloured</td><td>52,2%</td></tr> <tr> <td>Indian/Asian</td><td>0,4%</td></tr> <tr> <td>White</td><td>18,5%</td></tr> <tr> <td>Other</td><td>0,8%</td></tr> </tbody> </table> <ul style="list-style-type: none"> - Unemployment rate 15,2% - Rapidly becoming urbanized - Differing levels of education <p>As such it is almost certainly understated, as the Stellenbosch region also includes a number of <u>informal settlements</u>. The population of Stellenbosch is primarily <u>Afrikaans</u> speaking (70%), with <u>English</u> (10%) and <u>Xhosa</u> (20%) speaking minorities.</p>	Group	Percentage	Black African	28,1%	Coloured	52,2%	Indian/Asian	0,4%	White	18,5%	Other	0,8%
Group	Percentage												
Black African	28,1%												
Coloured	52,2%												
Indian/Asian	0,4%												
White	18,5%												
Other	0,8%												
Public buildings, spaces and events	<ul style="list-style-type: none"> - National monuments, such as Dorp Street - Heritage buildings/Museums: <ul style="list-style-type: none"> The Village museum The Rupert Museum Stellenbosch University Museum 												

FEATURE	RELEVANT INFORMATION AND CONSIDERATIONS
	<ul style="list-style-type: none"> - Reserves: Stellenbosch University Botanical Garden Jonkershoek Nature Reserve Assegaaibosch Nature Reserve <p>Stellenbosch offers an eclectic mix of entertainment/activities, i.e.</p> <ul style="list-style-type: none"> - Butterfly World Tropical Garden at Klipmuts - <u>Le Bonheur Crocodile Farm</u> - <u>Giraffe House Wildlife Awareness Centre</u> - The <u>Villiera</u> Wildlife Sanctuary <p>Annual events on the calendar include:</p> <ul style="list-style-type: none"> - US Vensters - Food and Wine festival - Bastille Festival - Champaign Festival - Die Woordfees - Impi fitness challenge
Critical Infrastructure	<ul style="list-style-type: none"> - Water - Electricity - Road network - Rail network - Hazardous Site - High Volume Alcohol storage Petroleum depots

6.10.1 Legislative mandate

The Constitution of the Republic of South Africa places a legal obligation on the Government of South Africa to ensure the health (personal and environment) and safety of its citizens. In terms of section 41(1) (b) of the Constitution, all spheres of Government are required to “secure the well-being of the people of the Republic”. Section 152(1) (d) also requires that local government “ensure a safe and healthy environment”.

Section 26(g) of the Municipal Systems Act as well as sections 52 and 53 of the DM Act compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans.

It is therefore imperative to realise that *Disaster Management is the primary responsibility of Stellenbosch Municipality* as this collaborative process involves all spheres on the political and administrative levels, which include all sectors of society, NGOs and CBO’s, hence the slogan “*Disaster Management is everybody’s business*”;

6.10.2 Institutional capacity

The Department of Disaster Management currently consists of two persons. It is seriously understaffed if viewed from the ever challenging environment, daily increase of risks and the vast area of concern. It barely deals with the pro-active component, which is required from it.

Despite the serious shortcomings this unit co-ordinates relief efforts and brings normality back to communities throughout the jurisdiction.

The Municipality must review and make provision for the urgent upgrading of the Disaster Management Department and bring it in line with the needs of our fledgling and progressive democracy, wherein our communities within the 22 wards of WCO24 deserve the constitutional right to a safe and healthy environment.

6.10.3 Participation of volunteers through the EPW Programme

Volunteers play a critical part as partners and participants in societies and enable the Municipality to conform to and uphold a reasonable standard of service and to attain departmental goals. It is imperative to ensure capacity of the department by appointing volunteers to develop skills and help move an organization's mission forward.

The Department enrolled individuals through the Expanded Public Works Program (EPWP) to build the required capacity. Unfortunately, time, energy and skills transfer embedded into these individuals is of great loss due to contractual obligations as instability prevails in the department.

In order to provide a more effective and efficient service, the Disaster Management Plan must be professionally reviewed by an external service provider as the DM department does not have the capacity to perform this task.

6.10.4 Nodal Points

The Department is assigned the task of directing and facilitating the Disaster Management process. Each Municipal Department within the Municipality must assign a person/s or section within the department to be the nodal point for disaster risk management activities. Nodal points will be empowered and supported by their departments to establish, manage, and participate in departmental planning.

6.10.5 Advisory Forum

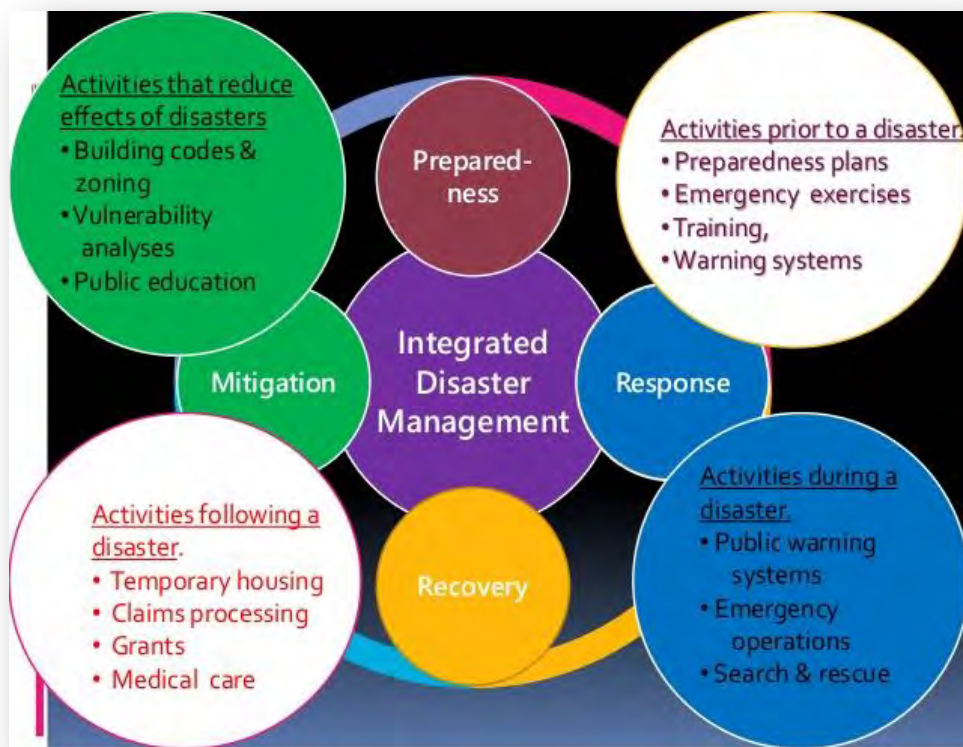
6.10.5.1 District Advisory Forum

Cape Winelands District Municipality has a well-oiled Municipal Disaster Management Advisory Forum in place as prescribed by section 51 of the DM Act where the B-municipalities engage on a quarterly basis. In addition the B's participate in the Bi-annual Advisory forum where various external entities partake.

6.10.5.2 Municipal Disaster Management Advisory Forum (MDMAF)

In terms of Part 3: Powers and duties of municipalities and municipal entities (Section 51 (1)), there is no mandatory requisite for a Local Municipality to establish a Municipal DM Advisory Forum.

Consequently, Stellenbosch Municipality has elected to establish the necessary institutional arrangements to give effect to the principles of co-operative governance, integrated and co-ordinated Disaster Management participation at local level.



Inter-departmental activities clearly indicated on the diagram

Although experiences has proven that the interest of internal role-players is lacking, the Municipality aims to strengthen ties with all stakeholders, including the private sector, NGOs, technical experts, communities, traditional leaders and volunteers for their active participation. During the first quarter of 2017 interested parties will be invited to nominate members of the community to serve on the MDMAF (Municipal Disaster Management Advisory Forum).

6.10.5.3 A Municipal Disaster Management Advisory Forum (DMAF)

INTERNAL (STELLENBOSCH MUNICIPALITY)	EXTERNAL ENTITIES
<ul style="list-style-type: none"> - Executive Mayor - Municipal Manager - Internal Auditor - Dir.: Financial Services - Dir.: Engineering Services - Dir.: Strategic & Corporate Service - Dir.: Planning & Economic Development - Dir.: Community and Protection Services - Dir.: Human Settlement & Property Management - Chief: Law Enforcement - Disaster Management - Chief: Fire & Disaster Management - Chief: Traffic Services - All relevant Head of departments 	<ul style="list-style-type: none"> - Eskom - EMS - Stellenbosch University - Provincial Disaster Management Centre - Dept.: Agriculture - Dept.: Education - Dept.: Cape Nature - Dept.: Health Services - Dept.: Social Development - Dept.: Correctional Services - Dept.: Water Affairs - Dept.: Environmental Affairs & Development Planning - Dept.: Social Development - Cape Winelands District Municipality: DM - South African Police Service - Cape Nature - Community Based Organizations - Non-Governmental Organizations - Any other person or body so co-opted as a Secondary Stakeholder

Structure of a Municipal Disaster Management Advisory Forum (DMAF)

Bi-annually meetings were held during April and November 2016 where various entities were able to demonstrate support, highlight achievements, their challenges and align opportunities.

Key note speakers presented other important issues such as:

- The recent drought at hand and the importance of understanding climate change, the impact it brings to communities, especially the poor and vulnerable.
- The Safety initiative by investing in smoke alarms in especially hot spots throughout the municipal area.
- The Pro-active programme launched by the Provincial Disaster Management Centre i.e. Flood/Fire awareness at school, crèches, etc.

6.10.5.4 Other Sub-committees

Due to the dynamic nature of disaster management, the Department is continuously engaging with established NGO Forums responsible for the development of their own Term of Reference for the fulfilment of a specific task assigned to them.

6.10.6 Partners for Projects and Allies

The Department engages at numerous platforms through partnering with other NGOs and the public sector to gain access to new resources, information, expertise and skills to facilitate service delivery.


Key Partnerships

NAME OF PARTNER/ PARTNERSHIP	PURPOSE
Community Organization i.e. faith based	<p>Objectives:</p> <ul style="list-style-type: none"> - Share knowledge among stakeholders around formal and informal settlement upgrading strategies. - Develop close collaborative bonds by designing and carrying out projects together. - Availing assistance/support (manpower, facilities, and resources) during a crisis.
Safety Forum	An advisory forum to the Executive Mayor on all safety issues as well as remedial measures implemented to address and alleviate threats.
DMISA (Disaster Management Institute of Southern Africa)	<p>The Annual Conference provides opportunity for a diverse range of stakeholders in disaster management from across Africa to gather and share skills, knowledge and experience.</p> <p>In 2016, the DMISA conference focuses on current disaster risk impacts and response as well national and international trends in disaster risk</p>
Stellenbosch Feeding Action	Providing relief aid to the affected during an incident / disaster within the jurisdiction of Greater Stellenbosch.
SA Red Cross	A partnership focusing on relief aid to especially informal areas, or assistance during an incident / disaster.
University of Stellenbosch <ul style="list-style-type: none"> - Student Council - Research Alliance for Disaster and Risk reduction (Department of Geography and Environmental Studies) - Maties Sport Community Interaction 	<p>Provide:</p> <ul style="list-style-type: none"> - Relief aid (clothing, food) - Placement of students to assist during incidents/disasters - Research - Awareness programs - Sport activities
Working on Fire (WOF)	Provide awareness and training programs
Spektrum Children's Theatre	Provide awareness programs
Volunteer Working on Fire	Provide awareness and training programs
Provincial Department	<p>Social Development: Relief Aid</p> <p>SASSA: Grant and Aid</p>

6.10.7 Municipal Disaster Management Framework

Both the Municipal Frameworks and Policy was compiled and submitted during April/May 2016 and is awaiting further comment.

Stellenbosch Disaster Management Policy must be read in conjunction with the DM Act, National and Provincial DM Frameworks, 2005 and 2014 respectively as well as the Cape Winelands District Municipal Framework. The policy allows for the establishment of DM organizational structures and capability at municipal level.

Inter Governmental 	Advisory Forum 	Framework 	Disaster Management Centre 	Appoint Head of Centre 	Disaster Management 
IGRFA	Section 37 Section 51	Section 28 Section 42	Section 29 Section 43	Section 31 Section 45	Section 38 Section 52
Disaster Forum (Politicians)	Disaster Forum (Officials)	Policy Document	Powers & Functions (Facility)	Administration (Personnel)	Powers & Functions, Declaration of a Disaster/s (IDP's)

Six Focal Areas of Disaster Management

6.10.8 Disaster Management Centre

Stellenbosch Municipality is not legally obliged to establish a Disaster Management Centre as it is applicable to districts only. Yet a fully established and functioning Municipal Disaster Management Centre (DMC) is a key element of this plan.

The Municipality is in the planning phase of upgrading the existing infrastructure to an equivalent, e.g. Joint Operating Centre (JOC))

- Who is the head of the centre and what is the staff profile (district municipality); or, what is the disaster management staff profile (local municipality)?
- What is needed to ensure efficient Centre/disaster management operational requirements (minimum standards)? (hardware / software / equipment / staff / other resources)

6.10.9 Risk assessment

Unfortunately, no one can turn a blind eye from the good living within this environment without seeing the vulnerability and the need for resilience.

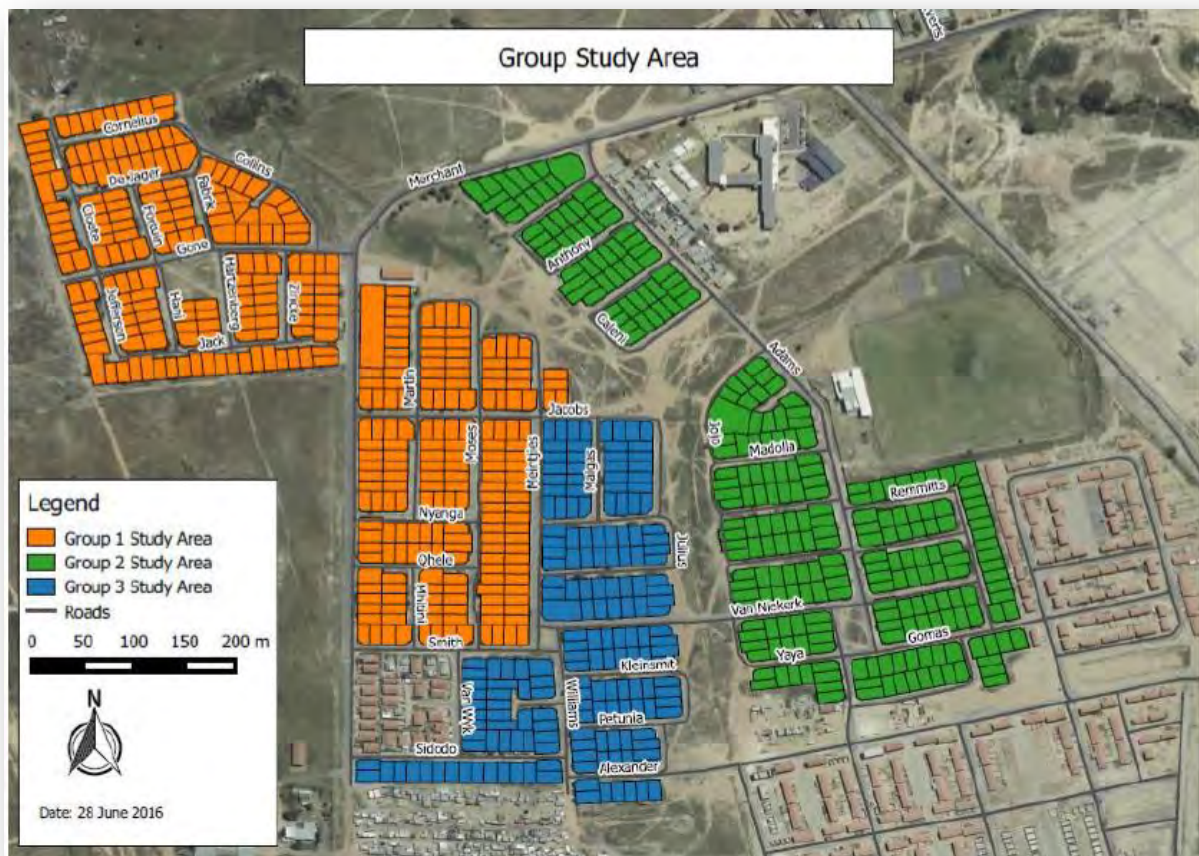
The Research Alliance for Disaster and Risk Reduction (Dep. of Geography & Environmental Studies) based at the University of Stellenbosch made huge inroads with engaging through comprehensive risk assessments in vulnerable areas as identified by the DM Department.

6.10.9.1 Back yard dwellings Survey (A hazard and vulnerability assessment)

The issue of backyard dwellings in South Africa more generally, is alarming. Backyard communities are prone to a variety of risks that directly affect their everyday lives and wellbeing, but also have consequences for the longer term development of the whole community.

The opportunity to roll out the feasibility of such a project and how it could inform Stellenbosch Municipality of its own needs in terms of information obtained.

A specific area within the Klapmuts RDP housing settlement was identified. The aim was to obtain just how much risk is generated in the areas. The new housing project was recently developed and posed an interesting case study with regard to the types of risk (backyard structures).



Area of field survey conducted in Klapmuts

Most of the risks identified among the backyards of the formal housing survey area were also commonly found in informal settlements. High levels of unemployment and constrained household income among backyard dweller's and landlord households alike resulted in a lack of resources. The limited capacity to reduce risks by taking preventative or mitigative action was of major concern to the emergency fraternity, which could result in injury or even fatality should a fire occur.

By analyzing vulnerabilities and current response capacity, Stellenbosch Municipality could more effectively plan and respond to emergencies. As a result build safer, more resilient communities by implementing municipal policy development and risk reduction interventions and strategies, providing some final reflections.

6.10.9.2 Ward 5: Idas Valley - A hazard and vulnerability assessment

In terms of legal prescriptive, i.e. the DM Act as well Regulations on the Safety of Dams of the National Water Act, 36 of 1998; a contingency plan for any emergencies arising at the dam is required. This plan is also necessary for inclusion into the Municipal DM Plan.

It is imperative that all role-players get together to firstly share the contingency plans of each discipline in order to consolidate the different contingencies into a DM Plan, which would largely aid co-ordination and co-operation with the operations of the DMOC (Disaster Management Operations Centre) and also Control Point in event of any potential disaster management incident of disaster potential occurring at the Idas Valley Dam.

The purpose of a desk top/simulation exercise is to empower and prepare the Municipality to have a better understanding of the response required from each relevant role-player.

Prior on embarking on the above, a Door-to Door survey to acquire the total of occupancy per erven from the foothill of the Idas Valley dam along the Kromme River till Distell (Adam Tas Road). After which the Department in collaboration with Working on Fire (WOF) conducted a hazard and vulnerability assessment in the area of the dam flow in aid to understand.

Risk identified by members of the community during a workshop in Ward 5, Idas Valley

ORIGIN	PHENOMENA / EXAMPLES
Geological hazards	<ul style="list-style-type: none">- Mass earth movements e.g. landslides, rockslides, rock-falls
Hydro meteorological hazards	<ul style="list-style-type: none">- Floods, debris and mudflows- Storm surges, rain and windstorms, and other severe storms- Veldt fires
Biological hazards	<ul style="list-style-type: none">- Outbreaks of epidemic diseases- Plant contagion- Extensive infestations
Environnemental dégradation	<ul style="list-style-type: none">- Deforestation- Veldt fires- Loss of biodiversity- Water and air pollution

Numerous safety and awareness campaigns with self-elected individuals from the concerning ward providing valuable information with regard to past occurrences, challenges, etc. as many were of age.



Fire Safety training – WOF, DM Volunteers, Members of the Men's League, Methodist Church, Idas Valley

Fire Safety demonstrations were conducted where individuals could handle fire extinguishers under supervision in aid of life orientation yet advocating safety. At door-to-door campaign was done where information pamphlets regarding floods and fires were dispersed.

The group were scheduled an opportunity to engage with scholars of the neighboring Bruckner De Villiers Primary School presenting a fire awareness programme. The feedback received was very positive and set the platform to implement the same school of thought in other vulnerable areas of concern.



Learners from Bruckner De Villiers Primary School, WOF, Disaster Management officials

6.10.9.3 Ward Based Risk assessment for the WCO24

The Directorate: Community and Protection Services has initiated the process advertising the Recruitment and Procuring a qualified service provider to conduct a Risk Assessment in the twenty two (22) wards within the Stellenbosch Municipality. The outcomes of the BSC process will kick-start the project which will be completed by the mid-2017.

The scope of work

Phase 1: Background research and municipal official and stakeholder interviews

This phase will entail:

- *Introduction of the Project to relevant role-players*
- *Background research and the population of the provided Ward Based Risk Assessment template*
- *Conducting interviews with municipal officials and other identified departments and stakeholders*

Phase 2: Interviews with Ward Councilors and Ward Committees (22 Wards)

This phase will entail:

- *Conducting focus group interviews with ward councillors and ward committees using participatory risk assessment methods in each ward*
- *Writing up of information gathered*

Phase 3: Public participation:

This phase will entail:

- Conducting focus group interviews with community members using participatory risk assessment methods from each ward
- Door to door community survey using field workers
- Writing up of information gathered

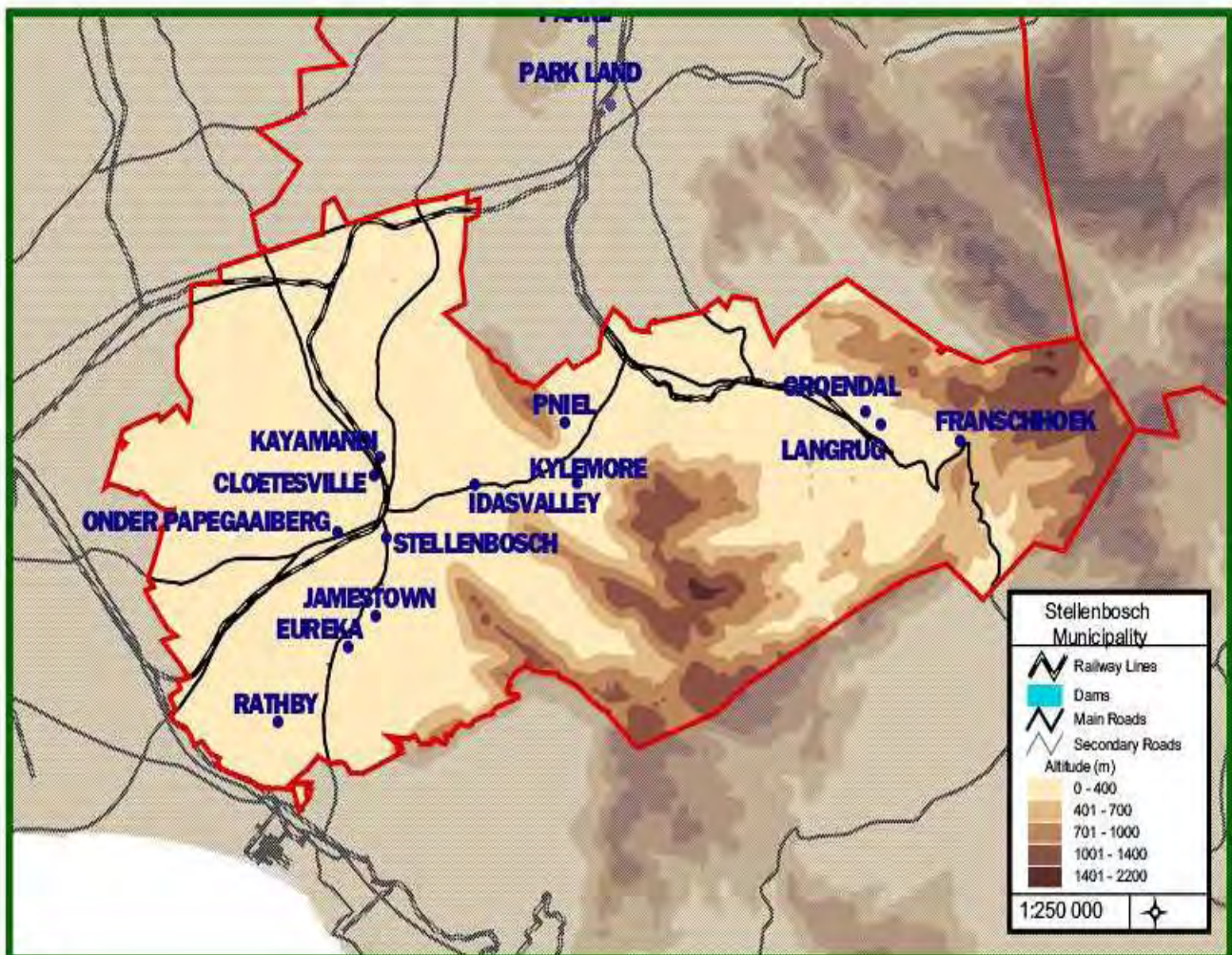
Phase 4: Submission

- Writing and consolidation of all information

In order to complete the above phases, the successful service provider will be required to recruit suitably qualified individuals to facilitate the Ward Based Risk Assessment. At least one graduate with the knowledge concerned will supervise the process in phases 1-4.

Fieldworkers residing in the WCO24 with the minimum requirement of Grade 12 will be recruited to complete door-to-door questionnaires in wards during phase 3.

☐ What were the main identified risks (what is the disaster risk profile of the municipality)?



Hazards identified which posed a risk in the WCO24 area:	
1.	Fire – Veld & Runaway Fires
2.	Dam Wall Failure: Idas Valley
3.	Floods
4.	Chemical spills: Hazmat incidents
5.	Explosive storage: (fuel, gas)
6.	Environmental pollution: (air, water, ground contamination, pesticides)
7.	IT – Failure of system: Access to info
8.	Infrastructure Decay : No / dysfunctional infrastructure / service delivery (sewerage, toilets, grey water, electricity)
9.	Transport incidents (road, railway accidents)
10.	Rock Falls
11.	Aircraft accidents
12.	Seismic: Earthquakes
13.	Erosion
14.	Communicable disease: (H1N1 Influenza (Swine Flu)
15.	Insufficient hydrants
16.	Power failure
17.	Strikes / Social conflict
18.	Climate change: (high/strong winds, severe heat/cold)
19.	Poverty

Hazards identified which posed a risk in the WCO24 area:	
20.	Chlorine stations
21.	Drought
22.	Structural decay
23.	Population density – informal areas
24.	Crime
25.	Substance abuse
26.	High Winds

Should the risks be re-assessed in the next planning cycle? If not, when is the next date for review?

6.10.10 Fires

Mountain and Veld fires, fires in informal areas as well as backyard dwelling fires form the general basis of fires in accordance with fire statistics. Integrate disaster risk reduction activities into the day-to-day planning and operations of DM include various awareness campaigns.

6.10.11 Floods

Due to effects of Global Warming and Climate changes with resultant „cut-off low's“, it has become increasingly difficult to forecast or predict critical time periods and/or affected areas.

Constant monitoring the urban settlement was to be strengthened considering population that are at risk, resilience and vulnerability, condition of exposure and assumption of damages and loss when floods occur.

Furthermore flood mitigation and prevention such as construction of ditch, clearing of debris and waste at building canals, rivers and blockage storm water. Despite the preparedness, flooding may still occur and cannot completely be prevented as rainfall often exceeds the capacity of the storm water system.

6.10.12 Drought/water scarcity

- Water restrictions implemented throughout the jurisdiction
- Regular updates to internal and external role-players in terms of water saving tips, dam levels throughout the province are disseminated via
 - SmS
 - Bulk Email release
 - Local newspaper release
 - Message alert printed on the utility bill
 - Awareness programmes
 - Weather Forecast via TV

6.10.13 Risk Reduction Strategies

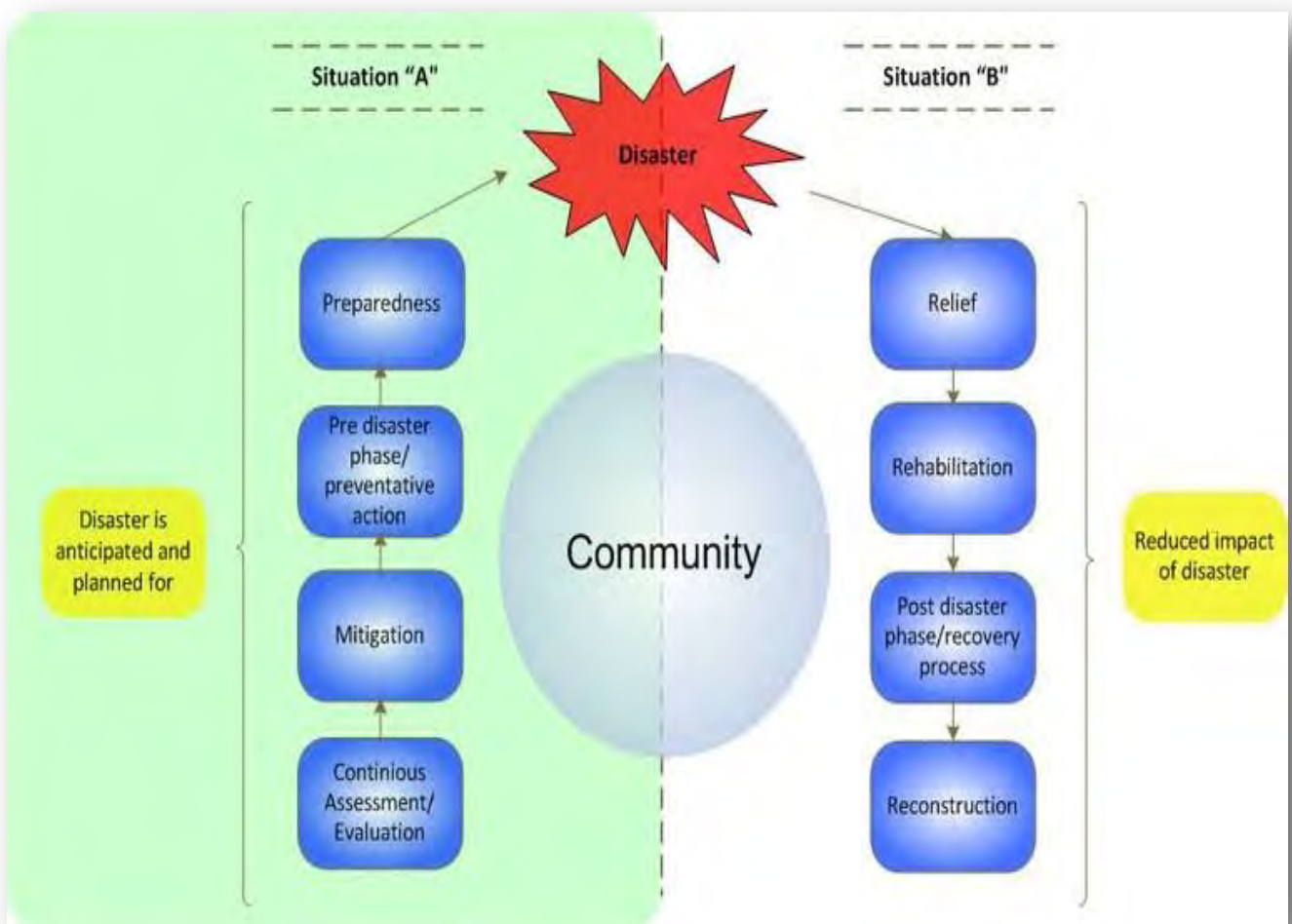
While hazards are inevitable, and the elimination of all risk is impossible, there are many technical measures, traditional practices, and public experience that can reduce the extent or severity of economic and social disasters. Hazards and emergency requirements are a part of living with nature, but human behaviour can be changed. It is imperative for all to shift from a culture of reaction to a culture of prevention. Prevention is not only more humane than cure; it is also much cheaper...".

Disaster **Risk Reduction** (DRR) aims to **reduce** the damage caused by natural hazards like earthquakes, floods, droughts and cyclones, through an ethic of prevention. Disasters often follow natural hazards. A disaster's severity depends on how much impact a hazard has on society and the environment.

OBJECTIVES	
Provide an advocacy platform for all through the Municipal Advisory Forum	All governments, Disaster Management practitioners, NGOs, civil society groups, businesses, academic and scientific institutions, and other interested groups will be able to demonstrate support, highlight achievements and challenges in so doing with a particular focus on life-saving measures.
Provide innovative thinking to achieve goals	Apply innovative approaches to disaster risk reduction through effective strategies to enable communities to be more resilient, should an occurrence/disaster strike.
Develop community participation programmes	<p>Provide community level awareness raising through education, training and involvement to building a professional level cadre at all levels.</p> <p>Change community norms and values, which are often tied to risk and protective factors and in turn create a wider base of support for changing behavior.</p>
Develop multi-disciplinary relationships	Engage and reinforce through increased partnership and expanded risk reduction networks.

6.10.14 Recovery & Rehabilitation

Each disaster presents emergency services with the opportunity to review, improve and learn from our experiences. It also provides the opportunity for the various departments and stake holders to work together as partners, and provide the opportunity where improvements could be made and how to further consolidate partnerships.



Action steps during an occurrence

Formal agreements exist regarding the Action Performance indicator matters related to business continuity and human resource management in order to ensure limited duplication.

6.10.14 Information Management and communication

Early Warning systems and information dissemination currently in use and are:

- Landline
- Mobile
- PA System
- Loud haling
- Bulk SmS system
- Telemetry System
- Radio trunking
- Siren
- GIS

6.10.15 Training, education and awareness

Awareness programs and the creation of widespread understanding about disaster reduction have always been crucial elements in risk management strategies. The Disaster Management Department has through its on-going community outreach programmes cemented its roots amongst various communities, especially the vulnerable.

By changing the mode of our concept of teaching, active participation and requests is on the increase by taking it to the community, their centres and even to the street. This has removed barriers and has become much more accessible.

Ongoing Programs	
Shack Fire Response Team	Recruit and training groups in vulnerable areas to be on alert and avail themselves to assist DM during an occurrence/disaster/programmes.
Flood Response Team	Recruit and training groups in vulnerable areas to be on alert and avail themselves to assist DM during an occurrence/disaster/programmes.
Signage	Provide Information Safety Signage at Critical Points i.e. assembly points, emergency contact numbers.
Recruit Wardens	Recruit, train and select Wardens (team leaders) in various communities throughout the WCO24 to assist DM.
Safety Programmes at Schools/ ECD Centres / Old Age Home/ Religious Fraternities, other	Develop sustainable programs to disseminating information on risk avoidance, hazards and their effects and disaster prevention activities.
Fire Safety	Engage with informal trade and owners of Spaza shops in combatting fires which could occur at their premises.
Own a hydrant	Identify and maintain fire hydrants in the WCO24
Streets outreach	These activities include canvassing, setting up information tables, or distributing information or supplies By introducing sporting codes as part of the outreach provide coalition between emergency services and the target audience
Youth outreach	Based on the principle “We teach a child, we reach a household” has become the norm in Stellenbosch and is an effective way to transfer knowledge and empower the young, fragile, disabled and vulnerable.

6.10.16 “Fire Safety Awareness Campaign”

The reality is that Informal Settlements live in a state of constant emergency experiencing one disaster after another. The social impact of disasters is difficult to measure ranging from storms, floods in low-lying areas, wildfire that had environmental impact. Potential fire hazards in informal settlement with inadequate fire-prevention continued to be the serious concern in the areas of Stellenbosch.

Identified community structures within Greater Stellenbosch were involved in drafting up their itinerary program. Scheduled awareness activities were performed at various premises.



Disaster Management Volunteers marking Fire Hydrants for clear identification by emergency services

YOU ARE APPROACHING A SHACK FIRE ZONE BEWARE!!!

SHACK FIRE RESPONSE TEAM

#TAG: Tips

If you see a fire in this area you must call for help quickly!
Phone the Fire Department immediately on

021 808 8888

Tell the Fire Department:

Your telephone number and Name

Where the Fire is: Which Road? Which building? Any landmarks?

How big the fire is: How many buildings/shacks? Any people hurt?

Stay on the phone until the operator tells you that you can go
Quickly alert your Shack Response Team & Community Ward Committees

One of the many pamphlets designed and distributed to the broader community

6.10.17 Emergency Number

The 24-hr Fire Services Emergency Number in laminated form including rubber wrist bands for the youth clearly displaying the emergency number has sparked huge interest amongst the crowd. The project and programs proved to be a best practise in achieving success.



A5 size print distributed to households

16.10.18 Research

The Department encourages research as Disaster Risk Management has become a subject matter to many. Honour Students from the University of Stellenbosch and the Free State offend engage with the Department as Climate Change top the chart amongst the risk fraternity. It's continuous search is to provide local government with possible risk reductions solutions in building resilient communities

16.10.19 Evacuation drills

These projects are often linked with fire drills and evacuation processes. The identification of various crèches in Stellenbosch sees the Disaster Awareness campaigns taken to Early Childhood forums with the idea to train educators and crèche owners, whether formal or informal; about preventative measures against incident that cause disasters.

16.10.20 Table-top exercise / Simulation exercises

By implementing these table-top exercises Stellenbosch Municipality will be able to access, rectify and improve:

- Roles and responsibilities,
- Effective and efficient Procedures,
- Safeguard the premises and personnel, and
- Safeguard individuals visiting the premises.

Weekly exercises are conducted throughout Stellenbosch i.e. Financial institutes, Commerce and Industry, Schools, Old Age Homes, Provincial Departments (Dept. of Agriculture Forestry and Fisheries), etc. within numerous in especially

Large scale exercises are conducted on an B-annual basis, i.e. Muldersvlei National Key point, Eikestad Mall, cape Winelands District municipal Complex where all relevant emergency role-players



Eikestad Mall: Risk Management, Stellenbosch Municipal Disaster Management including EMS, Traffic, SAPS, Security and Fire Services

16.10.21 CAPACITY BUILDING

16.10.21.1 Events Management Workshops

Disaster Management partakes in several workshops which aim:

- to promote better communication
- to promote better coordination
- to inform current and future Events Organizers of the municipal requirements/by-laws when applying for an event.

These engagements provide the criteria to develop implement and maintain a program to mitigate, prepare for, and respond to and any other situation that may pose a threat to the normal functioning of Stellenbosch Municipality and its broader community.

16.10.21.2 Fire Safety Workshops

The Department Fire Safety in collaboration with Disaster Management and WOF (Working on Fire) facilitate community based sessions

The following Projects have been identified for consideration during the IDP and Budgetary Process.

Project	Amount	Capex	Opex
Disaster Management Ward Based Risk Assessment	R250 000		Y
Public Awareness & Training	R100 000		Y
Gazebo	R30 000	Y	
Trailer (Mobile) transportation of material	R15 000	Y	
Burners (LPG) and tri-pods	R50 000	Y	
Training (First Aid)	R80 000		
Mascot used during awareness	R40 000	Y	
Awareness: Fold up tables	R3 000		
Awareness: Camping chairs	R2 000		
Fire Readiness Campaign – wrist bands display emergency number	R60 000		
Winter Readiness Campaign – Winter Warm Blanket Drive, Reflector bands for scholars (rural)	R60 000		
Annual International Disaster Risk Reduction Day (13 October)	R30 000		
Annual Disability Awareness Month Campaign (3 November till 3 December)	R20 000		
Water tankers	R80 000		
Emergency Awareness Day – April/May			

Additional Funding			
Review Disaster Management Plan			
DMISA (Disaster Institute of Southern Africa)			

Linking Development Planning with Disaster Management in the IDP's Disaster Management

Chapter

Disaster Risk Register (for high-risk developmental projects) The table below allows for a municipality to capture and institute any required risk reduction interventions where a planned development faces an intolerable risk

Directorate: Community & Protection Services

Department: Disaster Management

1. Project Reference (in IDP)	2. Project Description	3. Primary & Secondary Stakeholders	4. Risk Description/Rating	5. Risk Reduction (Prevention/ Mitigation/ Preparedness) actions to be taken	6. Additional comments by Disaster Management

Volunteers motivating for increased budgets for components of the program which prove to be successful. The EPWP is not a solution to the unemployment problem has been stressed in this paper. The employment creation which will result from the EPWP is small in comparison to the scale of the unemployment problem. The EPWP has been designed within the budgetary constraints of the medium term expenditure framework (MTEF). In conclusion, the EPWP has the potential to make a modest contribution to employment creation, poverty alleviation and skills development. The immediate challenge is to ensure that the programme's current targets are met. Once the programme is established and is shown to be economically effective, then motivations may be made for increased funding levels to take the programme to a larger scale.

6.11 LOCAL ECONOMIC DEVELOPMENT STRATEGY

Local Economic Development (LED) is not an explicit municipal function as defined in the Constitution of the republic of South Africa, 1996. Instead it is an obligation imposed on local government in terms of Sections 152 and 153 of The Constitution, which determine amongst others that the objects of local government are *to promote social and economic development to strive, within its financial and administrative capacity, to achieve the objects set out in The Constitution, Amongst others through budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.*

Thus, social and local economic development plays the leading role in municipal sector planning. The focus was on individual sectors and spatial planning as the key focus areas, rather than on social and economic development for too long.

Local economic development is the means of systematic identification, development and utilisation of economic opportunity, to benefit local businesses and create opportunities for local communities.

- As the private sector grows inclusively, poverty is reduced sustainably through job creation, and public sector income also increases.
- The growth of the informal economy reduces the demand for jobs while increasing the number of entrepreneurs and potential contributors to the private sector demand.

The health of the entire economy is important. The economy does not divide neatly into 'formal sector' and 'informal sector'. Rather, the different sectors, such as manufacturing, tourism, services, and construction, are on a continuum which has a more formal and a more informal end. The great challenge to local government, in its support for economic development, is to enable the creation of as many opportunities for work as possible, at different points long the continuum, while ensuring health and safety, orderly planning and management. All work, whether in the more formal or more informal ends of the continuum, has to be valued, and especially when unemployment is as high as reported for the Stellenbosch municipal area, and when there is a highly probable link between unemployment and crime. The numbers of people relying on the informal economy for work can and will increase and the formal economy struggles to grow and make meaningful progress in global markets.

LED is therefore a multi-stakeholder effort in support of social and economic development.

Strategic approach

The strategic approach to LED in broad is to create opportunities at both ends of the continuum.

- To maximise prospects of sustained economic growth, stakeholders must be permitted to strengthen their competitiveness and collaboration within the local business environment. Networking, local government responsiveness to business needs, effective service delivery and business oriented organisational structuring will be used to address this aspect.
- New business development or investment and expansion of existing businesses will be actively promoted, as the consequence of increased investment is more often than not new jobs and local economic growth. Spatial development framework planning, the integrated zoning scheme, aligned municipal infrastructure services provision and municipal financial management tools will be used to address this aspect.
- It appears that the formal economy is rapidly becoming more informal, as seen in the increase in the number of occupational practices and businesses run from residential premises. The informal economy offers diverse opportunities for absorbing those who have

lost their jobs, and for new entrants into the economy. The informal economy is here to stay. The integrated zoning scheme, aligned municipal infrastructure services provision and municipal financial management tools will be used to address this aspect.

- The formal and informal parts of the economy are mutually interdependent. The good health of one depends on the good health of the other. It is difficult to promote growth of smaller enterprises, if the overall rate of economic growth is slow. Dedicated networking projects to create opportunities for the informal economy to contribute to the demands of the formal economy will be used to address this aspect.
- Management of the informal economy in the past has concentrated on people trading in public places, such as street traders and in community markets. With the growing importance of home based and outdoors informal economic activities and changes in the uses of public and private space, the municipality has to revise its role and responsibilities. The creation of an informal economic activity bylaw, spatial development framework planning, the use of municipal and other public property assets, the integrated zoning scheme and dedicated projects for the development of outdoor attractions will be used to address this aspect.

Operations

The LED strategic approach leads to the following projects for the coming period.

- Ensure effective local business networking and sector consultation process that will improve the municipality's responsiveness to local businesses, entrepreneurs and the economic environment.
- Establish a networking and mentoring system to ensure SMME development, linked to regular seminars and workshops facilitated by the municipality.
- Proactively identify opportunities for new investment and expansion and facilitate land development approvals and authorisations to reduce turnaround time for investors.
- Establish informal trading markets, community markets and farmers markets at appropriate venues, with a focus on high-intensity pedestrian and tourism routes and places.
- Establish local economic development hubs and allow for the outsourcing of the management thereof to improve on their efficiency and to strengthen local business opportunities.
- Promote the development of waste reuse, recycling and reduction networks by involving emerging entrepreneurs in the solid waste management system.
- Facilitate the development of adventure sport attractions in selected natural environments and established cooperatives in local communities to participate in the development, management and marketing of these attractions.
- Facilitate the development of tourism attractions in all sectors and at all levels of the local economy.
- Promote the development of the Stellenbosch Aerodrome as a new business hub.
- Facilitate the development of new farming operations for emerging farmers on municipal land and through cooperation with existing farms.
- Facilitate the participation of local and small businesses in municipal services provision

through the supply chain management process.

To maximise prospects of sustained economic growth, stakeholders must therefore strengthen the systemic competitiveness of the local business environment for key sectors. Investors seek such a competitive place to do business from. Once they invest (new or expansion) the consequence more often than not are new jobs and growth.

The Municipality embarked on a Participatory Appraisal of Competitive Advantage (PACA) to mobilise stakeholder participation to leverage their insight and capacities to contribute to an improved economy and inform the local economic development strategy in 2013. Implementation of initiatives has commenced and remains one of the major drivers in the LED approach.

6.12 AIR QUALITY MANAGEMENT PLAN (AQMP) FOR STELLENBOSCH MUNICIPALITY

The Stellenbosch Local Municipality Air Quality Management Plan (AQMP) has been completed with the input of DEA&DP.

A Vision and Mission

Aligned with the Cape Winelands District Municipality (CWDM) vision for air quality management the vision for the Stellenbosch Municipality, as defined in the AQMP is: Air quality in the Stellenbosch Municipality is clean and healthy.

The mission statement to achieving the stated vision is:

Air quality in the Stellenbosch Municipality is co-operatively managed for the benefit of present and future generations according to the principles of sustainable development to safeguard health and quality of life, promoting economic and social development.

Challenges and threats:

The AQMP has identified motor vehicle emissions, industrial and manufacturing emissions, agricultural emissions, residential fuel burning and biomass burning emissions and emissions from the landfill and wastewater treatment plants as main sources of air pollution. The brown haze which forms over Cape Town during the winter months, largely attributed to motor vehicle emissions, extends northwards on occasion and affects air quality over the southern parts of the Stellenbosch Municipality. These sources are relatively small and air quality in Stellenbosch is generally good with respect to the typical pollutants. However, agricultural activities, including seasonal burning and the use of pesticides present challenges for air quality management.

Goals:

The goals to achieve the mission of the AQMP are listed below and their linkages to the Western Cape Provincial AQMP (D: EA&DP, 2010) and the CWDM AQMP (CWDM, 2012) are highlighted. The three goals for the Stellenbosch Municipality AQMP are:

- **Goal 1: Air quality governance meets requirements to effectively implement the AQMP**
This goal addresses the regulatory framework and the institutional capacity required in the Stellenbosch Municipality to carry out the air quality function. This links directly to the goal the AQMP for the Western Cape to 'Ensure effective and consistent air quality management' and the goal in the CWDM AQMP of 'Effective air quality management'.
- **Goal 2: Reduce atmospheric emissions of harmful pollutants**
This goal aims to manage activities that impact on air quality to reduce the emissions of harmful pollutants and associated impacts on human health and well-being. This links directly to the Provincial AQMP goal to 'Ensure effective and consistent compliance monitoring and enforcement' and 'To ensure that health-based air quality standards are attained and continually met'. It also links to the CWDMAQMP goal of 'Effective air quality management' through an 'Emission reduction strategy'.
- **Goal 3: Systems and tools are established to effectively implement the AQMP**
This goal refers to the systems and tools required for effective AQMP implementation, the cornerstone of which is an Air Quality Management System (AQMS). The development of an AQMS links directly to the Provincial AQMP goal 'To ensure effective and consistent air quality management' through the development of AQM systems. It also links to the CWDM AQMP goal to develop and AQMS. An AQMS is the fundamental unit towards the management of air quality in an area, incorporating the necessary technical elements that provide information on the status of air quality (D: EA&DP, 2010). Included in this goal is the need for stakeholders to actively participate in AQM in the Stellenbosch Municipality, which links to the Provincial AQMP goal 'To continually engage with stakeholders to raise awareness with respect to air quality'. It also links to the CWDM AQMP goal to 'Promote communication in relation to Air Quality Management'.

Time frames:

- The timeframes defined for the Implementation of the AQMP are:
- Immediate: First 3 months of AQMP adoption
- Short term: First 12 months of AQMP adoption
- Medium Term: 2 to 3 years
- Long term: Year 4 and 5

The following Immediate items were included in the AQMP, all with reference to Goal 1 above:

Objective		Activity	Responsibility
1.	Sufficient capacity & competence exist to perform the air quality management function	i. Identify capacity & competency needs	Council
2.	The AQMP is included in the IDP	i. Prepare air quality input for inclusion in the IDP ii. Ensure adequate funding in the IDP for AQMP implementation	Air Quality Officer, Council
3.	A regulatory framework exists in the Municipality for air quality management	i. Develop air quality by-law	Air Quality Officer, Council

Stellenbosch Municipality relies on data from the Province's monitoring station situated at Cape Winelands District Municipality in Stellenbosch town to determine air quality or atmospheric emissions. This data is reported on by the relevant Environmental Health Official from Cape Winelands District Municipality.

6.13 COMMUNITY DEVELOPMENT STRATEGY

The Department of Community Development must also give effect to the Constitution of South Africa 1996 (Section 152 – the objects of local government) in that it must see to the objects of local government (To promote social and economic development; and to promote a safe and healthy environment)

Moreover, Schedule 4b and 5b also lists functions of local government to include the following which has relevance to Community Development functions:

- Child care facilities.
- Building regulations (with reference to SANS 10400S).
- Municipal Planning (with reference to ECD registration applications and provision to be made for social infrastructure inclusive of education and health services).
- Municipal public works (accessibility).
- Local amenities (with reference to the contribution to social development).
- Local sport fields (with reference to the contribution to social development).
- Municipal parks and recreation (with reference to the contribution to social development).
- Municipal roads (accessibility).

The Intergovernmental Relations Framework Act, 2005 (No. 13 of 2005) (IGRFA) which defines the relationship between the three spheres of government and facilitates co-ordination in the implementation of policy and legislation, includes coherent government, effective provision of services, monitoring implementation of policy and legislation and realisation of national policies. Because these services are primarily provided by national and provincial spheres of government, but significantly effect local communities and residents, this department/function plays a pivotal role.

The Systems Act 32 (2000) further demonstrates in chapter 4 the mandate of the department to develop a culture of community participation (16 (1)b) in order to contribute to building the capacity of— (i) the local community to enable it to participate in the affairs of the municipality (networks and forums) and must do so with specific emphasis on the inclusion of (17(2)) the specific needs of (a) people who cannot read or write; (b) people with disabilities; (c) women; and (d) other disadvantaged groups.

The White Paper on Local Government (1998:23-26) identifies four interrelated characteristics of the role and function of Local Government related to community development:

- Maximising social development and economic growth: The role and function of Local Government is to promote the development of communities so that basic needs of the poor and vulnerable are met. It involves regulation of service delivery. This means that Local Government is not directly responsible for services, but rather to take steps (i.e. strategies) to encourage good service delivery that addresses the specific needs of the specific community. It could therefore be viewed as a facilitation role. Partnerships between organisations could be encouraged, training opportunities could be provided and facilities could be developed to support existing service providers in the community.
- Integrating and coordinating: Coordination should include national and provincial departments, trade unions, community groups and private sector institutions. “Developmental Local Government must provide a vision and leadership for all those who have a role to play in achieving local prosperity.” An IDP could contribute to proper coordination.
- Democratising development: Local Government practices should be aimed at the involvement of “...citizens and community groups in the design and delivery of municipal programmes”. Coordination should lead to democratic “...leadership, encouragement, practical support and resources for community action”. Another key aspect is that democratic development should aim to involve all community groups.
- Leading and learning: Community development should lead to networks, partnerships and coalitions. It includes training opportunities and awareness programmes. The ultimate aim is to empower communities and to create opportunities for sustainable change and growth. The emphasis is therefore on capacity building within communities.

The above characteristics are aimed at the improvement of service delivery within the constraints of

available resources. As mentioned before, partnerships with businesses and Non-Profit Organisations become a key aspect of this developmental model (White Paper on Local Government, 1998:35). These services are aimed at specific vulnerable groups and social issues, also highlighted in policy documents. Further to the above the Department gives effect to the strategic goal of Dignified Living in the IDP of Stellenbosch Municipality through:

- The implementation of critical key performance areas and processes associated with the creation of a conducive environment for community / social development forging relations with international, national, provincial and local stakeholders and the generation of current social data; and
- The development of six vulnerable groups (youth, gender, children, elderly, people living on the street, people living with disability) within the municipal area through strategy and policy development and monitoring and reporting on the intended outcomes of the department's key performance areas.

The Department's main **Youth** related functions and current programmes include the following:

- Job readiness Programmes in partnership with DSD (R 10 000 – reaching about 30 youth)
- Accredited Artisan Youth Skills Development through local NGOs (R 1 000 000 – reaching 60 youth per annum)
- Annual Career exhibition for high school learners in partnership with DOE (R 40 000 – reaching 1300 youth from all schools)
- DCAS District Drama Festival in partnership with DCAS (R 10 000 – reaching 3 youth groups)
- Indoor Sport centre in partnership with SCORE – formal 50 year agreement with municipality. (Sport development, holiday programmes and DCAS Indigenous Games) (R 100 000 – reaching 300 youth per month)
- JPI 27: Establish Stellenbosch Municipality as a centre of innovation in terms of youth empowerment: Sport art and cultural programmes in partnership with DCAS, DoE, DoH, DCS, DSD. (R 65 000 – P and C Indices needs analysis at two local pilot schools)

The Department's main **Gender** related functions and current programmes include the following:

- Young motherhood programme: In partnership with DSD, DoE and NGO's (R 10 000 reaching 40 women)
- Fatherhood programme: In partnership with DSD, SAPS and NGO's (R 10 000 reaching 40 men)
- Women's Day: Domestic Violence against women and children (R15 000 reaching 60 women)

The Department's main **Children** related functions and current programmes include the following:

- ECD policy development is KPI for the 16-17 financial year)
- Current Programmes: Mostly in partnership with DSD
- Serving: 134 ECD's within the Stellenbosch Municipal Area with a budget of R 80 000 per annum.
- Capacity building of ECD through the following training programmes: Nutrition and Hygiene, FAS, Fire Safety, Good Governance and financial management
- Allocation of suitable infrastructure for operations of ECD and partial care facilities.
- Assistance with registration: Internal support with planning processes, fire safety certificates. External – DSD, CWDM – health requirements
- GIS Mapping and updating of ECD facilities
- Municipal Policy Development
- Child safety programmes
- Financial Training for GiA Applications and DSD subsidy applications

The Department's main **Disability** related functions and current programmes include the following:

- International Disability Day and other joint programmes (R 15 000 – reaching 350 people per annum)
- Municipal Universal Access Implementation Plan (Magnitude of capital works = R 38 000 serving all residents of the municipality)
- Policy alignment (Internal process of aligning all municipal policies with UA policy – over the next couple of years. Will effect standards of service delivery and service all residents of the municipality – no associated cost at the moment)

The Department's main **Elderly** related functions and current programmes include the following:

- Golden Games (R 30 000 in partnership with DSD and DCAS reaching 11 groups and 400 individuals per annum)
- Formalization of elderly groups

The Department's main **People living on the street** related functions and current programmes include the following:

- Municipal Night Shelter: (R 500 000, Accommodation for 38 persons per night. Provision of social work services, food and shelter)

The Department's main **Grant-in-aid** related functions and current programmes include the following:

- Annual Grant programme in support of local organizations to the value of R 2 000 000 per annum. Donations to ± 100 organizations serving vulnerable groups and needs identified through the IDP process per annum. Process include two capacity building workshops (financial management and a "how to apply" workshop, assessment of applications and compliance to MFMA requirements, preparation of budget documentation and contracting with successful applications prior to donations being made. Total time span of process = 7 months per annum)

The Department's main **Social relief of distress** related functions and current programmes include the following:

- Social relief of distress to affected persons of disaster incidents within municipal area including the following: (Ave 5-8 per month, varying in size and affected persons with an approximate value of R 500 000 per annum) Function include coordination, procurement and administration of SRD.
- Hot meals
- Accommodation
- Food parcels
- Dignity items
- Blankets and mattresses
- Coordination of social services required per incident with DSD and SASSA.
- Monitoring and documentation of services rendered per incident

The Department's main **Ward projects** related functions and current programmes include the following:

- Procurement management of all community development related projects which include gender/children/disability/elderly programmes ensuring SCM compliance and successful roll-out and reporting on projects in collaboration with ward councillors and council support. Total value per annum: ± R 1 300 000 consisting of about 60 projects per annum (operational and capital). Man-hour equivalent of almost 1 fulltime position. (Sr Admin Officer) due to site meetings, planning meetings (pre and post with ward committees and individual councillors), event

management up to reporting on expenses, statistics and whether the objectives were met. Assistance with drawing up of project plans also required.

The Department's main **Transversal issues** related functions and current programmes include the following:

- Substance Abuse – no specific programmes currently. EC Alcohol Related Harms reduction policy – Green Paper: Require municipal support in the organization of local coordinated responses from NGO's to government departments in order to develop and implement local responses.
- Capacity building of local groups/ structures and organizations – see under the different functions listed above.
- Networking and Coordination (R 15 000)
- Stellenbosch Welfare Coordinating Committee
- MSAT (Healt)
- Stellenbosch Disability Forum
- ECD Forums in Kayamandi, Franschhoek and Cloetesville-Idas Valley

The Community Development Strategy, developed by the Department of Community Development, was approved by Council in October 2014. Apart from the literature review, focus group discussions were held with various stakeholders including DoE, SAPS, DoH and DSD and local NGO's and church groupings. This strategy looks at formal agreements between Stellenbosch Municipality and provincial departments, but also outlines the focus areas of these agreements.

The Strategy is divided into three sections. The first contains the literature review and the outcomes of this review. The second section contains the outcomes of the focus group discussions conducted. The important issue here is to look at how Stellenbosch Municipality (with its available resources) can reach or come as close as possible to addressing the issues identified as part of the literature review and focus group discussions. The strategy thus has the following goals:

- Goal 1: To facilitate transparent communication between Provincial Government Departments, Local Government and the community of Stellenbosch LM (external and internal focus). The development of the Joint Planning Initiatives provided an approach of intergovernmental communication and planning that could form the basis of collaboration on projects. Continuous cooperation between DSD, DoE and DCAS on existing programmes further the relationship between Stellenbosch Municipality and provincial counterparts laying the foundation for good working relationships. Although a step in a positive direction it is often experienced that provincial departments are bound by pre-existing programmes and not flexible to adjust to community needs.
- Goal 2: To facilitate and coordinate the development and sustainment of networks and partnerships (external focus). A renewed interest in bringing the different service providers within the social sector has led to 1. The development of the Stellenbosch Disability Network. This forum currently provides excellent opportunity for sharing of information but has also lead to a couple of joint initiatives and 2. A new look at the role and function of SWOKK (Stellenbosch Welfare Organization Coordinating Committee). Although dormant for the past two years representatives of different role players in the social sector including the university and the municipality has started to take a critical look at the role and function of a network of this nature. We are hoping that this will lead to a format that will leave space for existing networks to continue with the work they are doing, but to also be able to provide a view of what is happening within Stellenbosch across boundaries that influences human and community development.
- Goal 3: To facilitate and coordinate opportunities to build the capacity of community members and resources (internal and external focus). The municipality has built their Grant in Aid programme to a level where it not only provides financial support to organizations, but also built capacity within organization focussing on financial management and governance. Other

initiatives include training of ECD practitioners in partnership with DSD.

- Goal 4: Internal mainstreaming of social issues and vulnerable groups (internal focus) The municipality has adopted an Universal Access Policy speaking to the mainstreaming of projects within the municipality that will not only speak to persons with disabilities, but will also address issues experienced by elderly persons and mothers with children. A study on the accessibility of municipal infrastructure and facilities were completed which lead to an implementation plan that not only focus on physical access, but also operational deliverables that will look at process and product related in-accessibility. The department is hoping to have this plan approved by council in the near future.
- Goal 5: To facilitate and coordinate resource management to ensure accessibility of service delivery in Stellenbosch LM (internal and external focus). Stellenbosch Municipality has recently acquired the software that will enable it to map not only municipal services and needs experienced by the community, but where we will also be able to map social assets. The first completed layer includes the mapping of all registered and unregistered ECD's within the community.
- Goal 6: To evaluate the outcomes of the strategy. Capacity remains a problem within the department. The focus on alignment of the organogram with mSCOA defined municipal functions leaves the department with little bargaining room when it comes to motivation for additional capacity. The previous way of addressing the short coming through the EPWP programme did not survive as funding for EPWP was not approved. It is becoming more and more clear that municipalities would have to define their role with regards to community / social development more clear.

One of the Joint planning initiatives established between the Provincial Department of Local Government as well as other spheres of government is to establish the Stellenbosch Municipality as a centre of innovation in terms of youth empowerment with the focus on Sports, Arts and culture programs. This initiative developed as a pilot programme in two schools (Pniel Primary and Makupula High School). The first intervention included a needs analysis based on the same format as the IDP ward needs analysis. It included the views of learners, teachers and parents to establish the focus of interventions as envisaged by the different representatives making up the school community that would bring about change to affect learner performance in the schools. The outcome of the study will be utilized to update the Community Development Strategy with a specific focus on the communities surrounding the schools.

On-going programs of the department of Social development to contribute towards the Joint planning initiative as well as to Social Crime prevention include the following:

- Golden Games: The Golden Games is a national event where persons older than 60 compete in various sporting codes on a provincial basis. This is an annual event. The aim is to keep the elderly active for longer within their respective communities. The aim of the event is also to raise awareness amongst the elderly regarding their human rights. The games are done in collaboration with the Department of Cultural affairs and sport; CWDM and the B-municipalities in our region.
- Indigenous games: An event in partnership with the Department of Cultural affairs and sport. This program forms part of sports development amongst the youth within the different areas. This is to promote alternative activities for the youth to become involved with after school. These activities are being introduced at the various MOD centres that are managed by DCAS in the different areas within the Cape Winelands region. The regional indigenous games takes place once a year where individuals or groups then advance to the Provincial and National games respectively depending on the outcomes of the games.
- Drama Festival: This is an annual regional event in partnership with the Department of Cultural Affairs and Sport and B-municipalities within the Cape Winelands region as well as the District Municipality. The youth are being developed in the performing arts starting with various workshops such as the script writing, performance, etc. The length of the program is scheduled for a year, from May as it builds up to the annual Suid-Oosterfees that takes place in Cape Town.

Community Development Department is significantly under resourced and not able to simultaneously undertake the functions or participate in the current programs as listed above:

- Priority is given to social relief of distress, for which purpose an appropriate vehicle, storage space and office accommodation is required.
- On-going priority is given to matters related to childcare facilities. Considering that the norm from a land use planning perspective is for the establishment of one such facility for every 600 households, it is clear that the current staff cannot attend to all the existing formalised facilities, let alone the informal facilities requiring formalisation.
- Additional staff and an organisational restructuring is required in order for the Department to efficiently execute its functions, alternatively its disaster management functions need to be moved and the organisational structure focussed on the on-going priorities.

6.14 INFORMATION COMMUNICATIONS TECHNOLOGY (ICT) TURN-AROUND STRATEGY

BACKGROUND

Information and Communication Technology (ICT) Systems and Services are playing an ever-increasing role as a strategic enabler of organizational transformation and service delivery in the public sector. There is also a growing acknowledgement at corporate governance level that ICT services and systems form an integral part of the municipal service delivery value chain.

The continuous alignment of ICT Services and Systems with the strategic goals and objectives of the Municipality, as well as statements of direction from National Government and the Western Cape Provincial Government impose major challenges on the ICT Department and its resources.

To date, ICT Departments in local government are still too operationally focussed and given the existing resources in the ICT Department, it becomes increasingly difficult to transform strategic concepts into workable solutions within budget and within agreed time frames.

The dynamic nature of Information and Communications Technology, as well as investments made in ICT related services and systems warrant a continuous re-assessment of such investments and system functionalities to ensure that value for money is achieved at all times.

ICT CHALLENGES GOING FORWARD

In recent years, the business imperatives to enable ICT Departments in local government to remain constantly aligned with the strategic goals and objectives of the municipality as well as the statements of direction from National Government are vastly different from previous years.

The ability of the ICT Department to remain constantly aligned with the Municipal IDP goals and objectives in this fast changing ICT environment are faced with three separate, but inter-dependent challenges, namely:

- a) Regulatory Compliance
- b) Disparate ICT Business Application Systems
- c) ICT Industry Trends

Regulatory Compliance

Recent statements of direction from National Government implies a strategic approach must be introduced by all local government entities to migrate its existing portfolio of legacy ICT services and systems to a business systems architecture that will enable improved access to data and information, as well as the potential to share certain ICT related services and systems between the various spheres of government:

The approved National Broadband Strategy, will provide the legal platform *“to pave the way for service integration and interoperability”*.

mSCOA Implementation strategy from National Treasury to enable:

- a) A consolidation of 13 x multi-vendor system functionalities across all 278 municipalities country wide, by, establishing a portfolio of preferred business application systems for all municipalities based on best practice Business Systems Architecture Frameworks.

The eventual success of mSCOA will not only be determined by the alignment between business processes and business systems, but also by a fundamental understanding of the ICT business systems design

architectures as well as ICT infrastructure architectures to be deployed at the hosting sites to ensure optimum performance and 24/7 availability.

- a) The increased focus of the Auditor General to ensure that value for money is achieved at all times when investments are made by the ICT Department for Systems and Services.
- b) The Municipal Finance Management Act, 56 of 2003, Section 116(1) and (2) make reference to very specific compliance requirements when contracting with external Service Providers which must be adhered to at all times.
- c) The ICT Municipal Corporate Governance Policy Framework (ICTMCGPF) developed by the DPSA with the purpose to: *"Institutionalise the Governance of ICT as an integral part of Corporate Governance within Municipalities."*

Disparate ICT Business Application System

This self inflicted problem can only be resolved if the ICT Department has a broader understanding of all the dynamics that impact on the delivery of quality services to all our communities and residents. On 30 March 2016, Council took a strategic resolution to extend all ICT contracts for only six (6) months pending research and assessment of alternative ERP solution in compliance with National Treasury requirements.

Subsequently, Zimele was appointed through the proper SCM tender process to conduct the research and assessment of an alternative ERP solution and produce a business case for Council approval and all ICT contracts were approved for 6 months from (1 July 2016 – 31 December 2016).

An Enterprise Resource Planning system (ERP) is an application that replaces many standalone systems of individual departments – such as finance, budget, procurement, customer billing, project accounting, grants management, payroll and human resource management. It integrates the functions into a single, automated system that runs off a single database.

ERP systems provide for policies and procedures to be built into the system and updated as necessary. This will greatly reduce our dependence on policy and procedure manuals for knowledge transfer and provide a much more efficient means to handle knowledge retention, especially as experienced staff retires. This will create a people enabling environment that expands employees' knowledge of the municipality objectives, processes and systems

- a) Council took note that the new central government regulation e.g. the Municipal Standard Charter of Accounts (mSCOA) that has also recommended that the Stellenbosch Municipality relook the efficiency and effectiveness of the current ICT systems in order to comply with the regulations,
- b) Council approves that the Accounting Officer proceed in terms of the process plan to investigate an ERP solution for the municipality and that he does that in alignment with the letter from Provincial Treasury, Western Cape Government, dated 2016-10-26,
- c) that Council takes note that the Accounting Officer will provide, as a baseline, a comparative analysis with a proposed project plan and implementation timelines from at least 3 municipalities of similar size that have implemented an ERP system and subsequently report on progress made in the procurement of an ERP system by the 30 June 2017;

Legacy ICT Systems

The portfolio of Business Application Systems currently deployed in the Stellenbosch Municipality, in many instances, have exactly the same functionalities, resulting in ongoing increases in, and payment of annual licensing fees and support fees without receiving any substantive value added services as part of the existing Agreements.

Also, ongoing data integration between disparate business application systems results in increased complexities whilst attempting to maintain data integrity between systems.

A seamless and real-time integration between ICT systems are in line with best practice in the ICT industry, as well as the strategic intent of National Treasury to encourage Local Government Institutions to establish a more cost effective and sustainable portfolio of ICT Business Applications Systems.

Multiple ICT Vendor Contracts

The day-to-day management of vendor service contracts remains a major challenge for all municipalities. Vendor contracts are usually very one-sided and do not properly mitigate the potential risks, legally or otherwise, to which municipalities might be exposed to during the term of such contracts.

The on-going payment of annual license fees and support fees to multiple service providers for legacy systems that are totally disparate in terms of systems architecture and integration requirements cannot continue indefinitely

On the 23 November 2016, Council took a strategic resolution to amend all ICT contracts through Section 116 (3) for 18 months (starting from the 1 January 2017 to 30 June 2018) to ensure mSCOA compliance by 1 July 2017, whilst testing the market for an ERP system, and work towards a go-live and roll-out of the said system by 1 July 2018.

ICT Industry Trends

Latest Technology trends are the trade mark of the ICT Industry and for local government not to exploit the business opportunities to enhance our service delivery and collaboration with our communities and residents, will be a self inflicted legacy of estrangement between the Municipality and its communities and residents. The most recent and imminent trends in the ICT Industry are the following:

- a) **Cloud Computing** (Remote hosting) which will bring its own unique challenges to balance systems integration complexities, security measures and potential cost savings.
- b) **Convergence of ICT technologies** enabling corporate data and information exchange in a seamless processing environment. Also referenced in the industry as Multi-media – Anytime from anywhere.
- c) **Social Media** – enabling instant collaboration/communication between individuals and between groups. Also referenced in the industry as SMS, Twitter, Blogs, e-mails, photo's, videos and more.
- d) **The Internet of Things (IoT) is the network of physical objects—devices, vehicles, buildings and other items—embedded with electronics, software, sensors, and network connectivity that enables these objects to collect and exchange data.**

Although Social-media is not yet not fully integrated with the municipal IDP and Departmental SDBIP's, it is of strategic importance that these services and systems remain on the executive agenda as part of the overall organisational growth strategies.

Also, given the natural progression of social media in the communities and the associated empowerment of individuals and peer groups in the communities, the strategic importance of these technologies may no longer be ignored by local government.

Given the current availability of skills and resources in the ICT Department consultative skills will be required to fully exploit the business benefits of these technologies for the Stellenbosch Municipality.

ICT TURN AROUND STRATEGY

Alignment with IDP Goals and Objectives

Best practice methodologies must be introduced by the ICT Department to invest its time and resources to improve operational efficiencies in service delivery, rather than spending most of its time and resources to establish and maintain correctives measures just to “survive another financial cycle”.

The building blocks to establish a long term and sustainable portfolio of ICT Systems and Services in the Stellenbosch Municipality, will require very specific objectives and goals to be achieved:

MFMA Section 116(3) - Amendment of Term for ICT Contracts Terminating on 30 June 2018

In line with the Municipal Finance Act 56 of 2003, Section 116(3), it is the intent of the ICT Department to consult with ICT service providers to enter into an 18 month agreement with Stellenbosch Municipality effective from 1 January 2016 till 30 June 2018.

Provision is made in the Municipal Supply Chain Management Policy, clause 4.2.4 (b) “except where provided otherwise in these Regulations, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including:

- a) the acquisition of services of information and communication technology as well as financial systems and services”

New Main Agreement

In consultation with the Legal Department, the ICT Department is in the process to develop a customised Main Agreement for all ICT related services and systems that are fully compliant with all regulatory requirements as per the MFMA and all relevant Auditor General requirements when contracting with external service providers for ICT related services and systems.

Deployment of an ERP Solution

Due to the complexities inherent to such an organisational transformation venture, a best practice methodology must be followed over the next two budget cycles, being, 2016/2017 and 2017/2018 and to deploy an ERP solution that will be operationally efficient and will be strategically aligned with the goals and objectives of the municipality as well as the statements of direction from National Treasury.

The best approach will be to develop a **Business Architecture Framework** and establish an **ICT Business Systems Architecture Framework**, collectively being an ERP Solution, that is highly flexible and sustainable over the medium to longer term.

Priorities and time-lines to establish the required organisational transformation will be dependent on business needs and available funding over the next three years.

The financial implications to establish an ERP solution is currently unknown. However, there will be trade-offs between the ERP investment costs and the savings to be realised from the consolidation of ICT Systems and Services under one Business Systems Architecture Framework.

ENTERPRISE RESOURCE PLAN FRAMEWORK (ERP)

Background

The acronym “ERP”, in business terms, is not unknown at executive level in most Organisations, but very seldom properly understood by the very same people who must sponsor, and need to drive the organisational change that is required to transform the Organisation from its legacy (and disparate) IT systems, to a fully matured ERP solution.

Over the past 25 years there was a growing awareness and understanding that well-structured business processes in an Organisation, provides the foundation for IT Business Systems as an enabler of quality

service delivery to clients as well as improved operations between the various departments in an Organisation:

- a) ICT Business Applications Systems that are functionally aligned with well-structured business processes remains the single most critical missing link to achieve success in most Organisations of today.
- b) Ideally, business processes must be developed first and then procure an ERP solution that is aligned with the business needs of the Organisation.

Today there are many different definitions of what an ERP System entails. For the purposes of this submission the following two definitions will suffice:

ERP: Definition 1

Source: Foldoc – Free Online Dictionary of Computing

“Any software system designed to support and automates the business processes of an organisation”.

ERP: Definition 2

Source: Jodi Leoni; Febr. 2012

An Enterprise Resource Planning System is a set of business software tools designed to facilitate the flow of information between all Departments or functions in the business.

A well designed ERP solution has the ability to process information from every part of the Organisation and any type of transaction, within a single integrated solution, which can track (in real-time) business operations and provide timely and accurate information to business managers.

ERP Design Principles

From the above statements it is clear that a best practice ERP consist of two separate but inter-dependent frameworks:

- a) A **Business** Systems Architecture Framework, and
- b) A **Business** Architecture Framework.

Business Systems Architecture Framework

It is the strategic intent of the Stellenbosch Municipality to research, assess and establish a Business Systems Architecture Framework to assimilate all required business system functionalities within on a single Systems Software platform the will enable a seamless and real-time integration between all Business application systems at transactional level as well as at Management reporting level.

Business Architecture Framework

It should specifically be noted that a Business Systems Architecture Framework on its own will not resolve the day-to day operational inefficiencies imbedded in the municipal service delivery value chain.

A best practice ERP also requires a re-design of all existing operational processes and communication methodologies throughout the municipal service delivery value chain, also embracing our resident and communities. The following functional components form an integral part of a Business Architecture Framework:

Business Processes

Circular No.57 from National Treasury dated August 2012, underlines one of the most mis- understood principles in establishing a robust and sustainable Business Systems Architecture:

“Service delivery is the by-product of effective, cost efficient economical processes that are informed by strategic direction, resource planning and implementation. Furthermore, a municipality with poorly designed business processes will not be able to resolve the problem by implementing a new (financial) system. Firstly, processes must be redesigned with the necessary data validation rules if the municipality is to improve its data integrity. “This foundation is integral to ensuring that software applications generate credible information and can be used effectively by municipalities.”

Standard Operating Procedures

Well designed business processes defines **what must be done** and **by whom it must be done** to ensure synergy and alignment across functional lines in an Organisation.

Business processes must at all times be supported by well defined Standard Operating Procedures for all tasks to be performed in the Municipality in a proficient and ethical manner.

Customer Care Services

The most important stakeholders in our service delivery value chain are our residents and communities.

It will require a multi-dimensional strategy to embrace the changes needed to make a measurable improvement in our service delivery efforts and to exploit all available toolsets and technologies to establish collaborative and trusted relationships with our residents and communities:

- a) The municipality must **establish a centralised Customer Service Desk** that is fully integrated with all our back office ICT systems to respond timeously to all service related enquiries;
- b) The municipality must **exploit opportunities within the Social Media** to communicate and collaborate with our communities and citizens in a bi-directional way.
- c) The **municipal Public Wi-fi** will not only empower our communities and residents to remain informed on all service related matters, but will also enhance the **“goal of an all-inclusive information society that can enjoy the benefits associated with Broadband in both urban and rural areas”** as envisaged by the Western Cape Provincial Government

ERP Research Methodologies

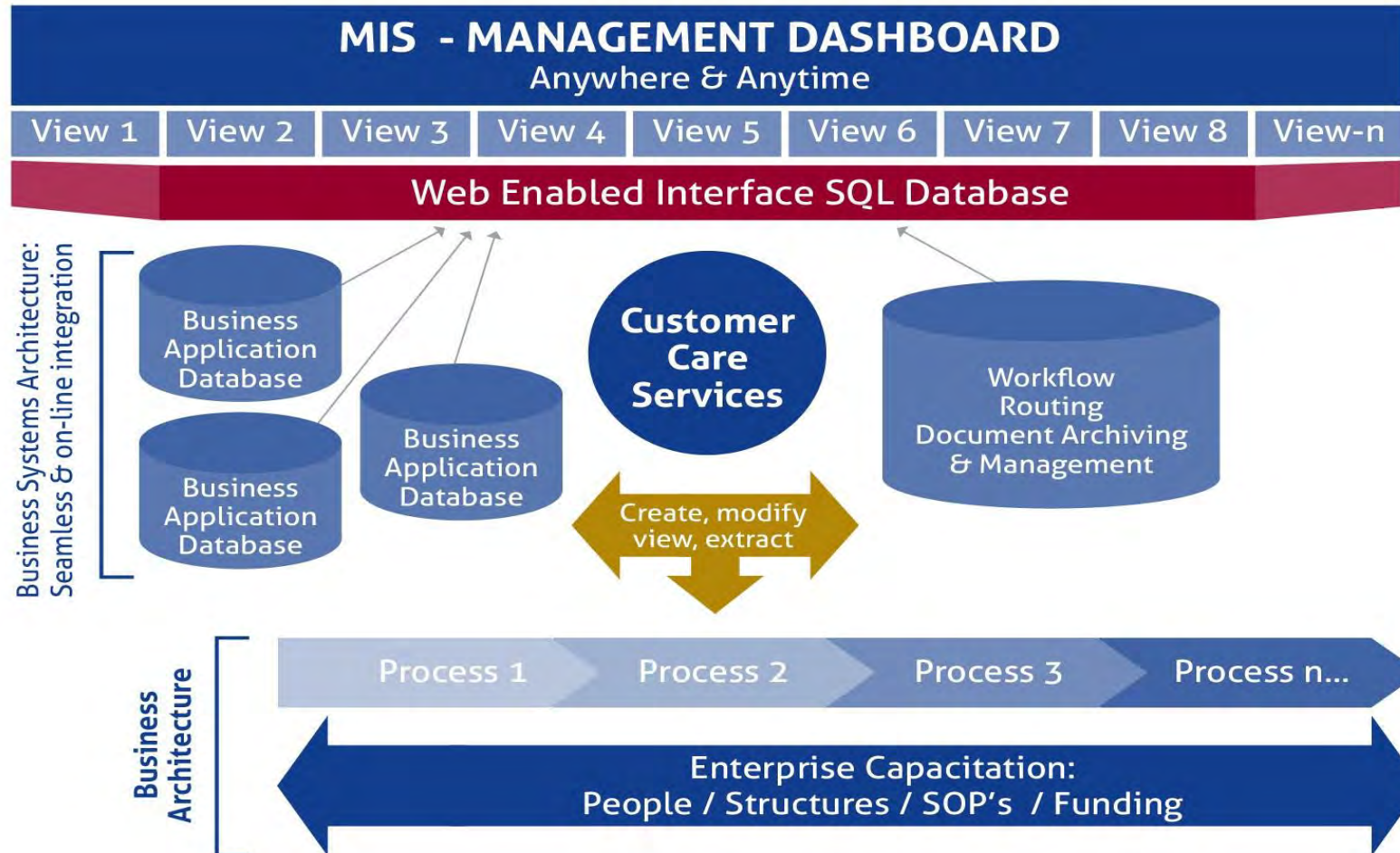
To establish such an envisaged ERP solution will require a best practice research methodology to ensure that the ERP solution of choice will be cost-effective and will remain compliant with the growth strategies of the Stellenbosch Municipality over the medium to longer term

To research, assess and select an ERP solution that is *“fit for purpose”* for an Organisation, also requires:

- a) An in-depth understanding of the methodologies and selection criteria to ensure that future investments in ICT solutions are based on established and well founded principles;

Cohesive and strong executive leadership to drive the Organisational change management processes inherent to such a venture.

ENTERPRISE ARCHITECTURE



6.15 HUMAN RESOURCE PLAN (HR PLAN)

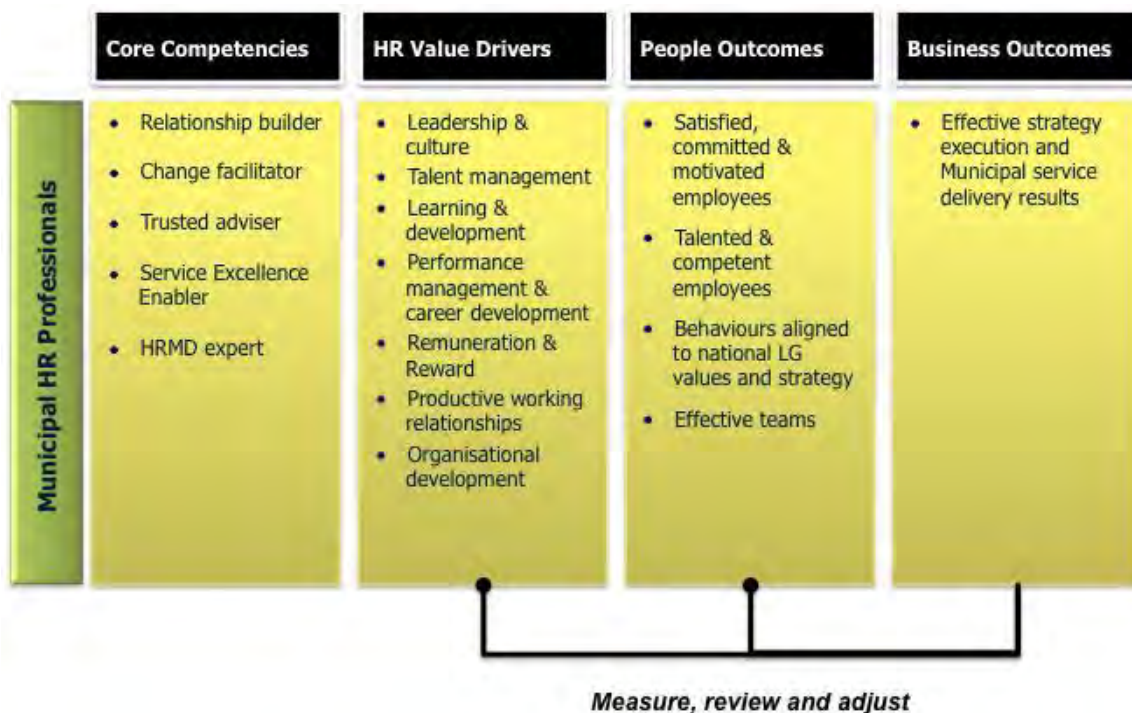
Introduction

A high quality and responsive Stellenbosch Municipality, with a focus on skills identification, supply, demand, retention, employability and social mobility, is essential if we are to realise our IDP ambitions. As such Stellenbosch Municipality needs to be pre-emptive in terms of its human resource requirements and more responsive to service delivery improvement and best practise.

Key Challenge and roles for HRM&D in LG

- Understand and define the need for developmental LG and the implications on HRM;
- Model HRM appropriately to be able to understand such a vision; and
- Provide appropriate support to ensure the achievement of the vision as it relates to core elements of the HRM value chain

Defining the HRM&D value proposition



(Source - SALGA document 2013)

Strategic role of HRM&D in Stellenbosch Municipality

The strategic role of HRM&D must be linked to the Vision, Mission and Strategic objectives of Stellenbosch Municipality:

VISION

Valley of Opportunity and Innovation

MISSION

Our mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens.

As an integrated plan, the IDP offers these guidelines for every area of the municipality, which means that balancing available resources is key to the effective implementation of this plan. The IDP focuses on nine key strategies that serve as the foundation on which the municipality will be able to realize its vision, help to drive National and Provincial Government's agenda, expand and enhance its infrastructure, and make sure that all residents have access to the essential services they require.

The strategic role of HRM&D is ultimately to facilitate performance improvement through people. This involves;

- Understanding the business environment within which HRM&D operates
- Partnering with management in effective people practices
- Enabling change and transition
- Engaging constructively with internal and external stakeholders groups
- Delivering on service level commitments

Unpacking the strategic role of HRM&D, the following HRM&D objectives can be outlined;

- Ensure HRM&D is strategy is aligned to and support the municipal strategy
- Ensure development of sustainable skills base including critical skills
- Facilitate business re-engineering and transformation
- Development of leaders
- Changing style of leadership and management
- Build capacity in operational planning and future capacity planning
- Management of HRM&D risks (Human Capital risk analysis)

- Labour relations and HRM&D management of disposals
- Mission critical position succession planning
- Safety and risk management
- Employee wellness
- Compliance with legislation and corporate governance
- Increasing labour flexibility
- Attraction and retention of key skills
- Create performance management and reward frameworks to maximise productivity and retention
- Ensure accurate information and communication systems and channels
- Deliver value add products and services (Quantification of benefits, centre of excellence, focus on implementation and delivery, responsiveness, less talk more action)
- Ensure efficiencies and effective HRM&D delivery (minimising duplication and overlap, and maximising economies of scale, alternative service delivery mechanisms and shared services)
- Engage with line and key stakeholders to gain commitment for any organisational transformation and ongoing organisational regeneration
- Ensure competent HRM&D leaders and staff (specialists, business partner role, clarifying roles of HRM&D, line, staff – Professionalization of LG)
- Establish, enabling and standardized HRM&D systems
- Manage HRM&D costs
- Development of conducive culture
- High performance, customer focus and output orientation
- Link between institutional and individual performance
- Employee branding and employer of choice
- Enhance workforce diversity

Clarifying the role of HRM&D *vis-à-vis* Manager and employees

The emerging role of HRM&D practitioners has been as complimentary to the role that line managers and employees play. The following table starts to clearly define the role of HRM and compares it with the role that line managers and employees have to play within the municipality:

HRM	Line	Employees
<ul style="list-style-type: none"> • Develops HRM&D strategies, principles, policies and procedures in line with business requirements • Ensures consistency and standardisation of processes and practices across the municipality • Provides expert advisory services • Ensure application of appropriate best practice HRM&D service • Partners line management in effective people practices • Enables change and transition • Facilitates assimilation of culture and values • Build capacity of line managers to effectively manage people • Ensure good corporate governance around HRM&D practices • Delivers on service level agreements • Measures and reports on the effectiveness of HRM&D services within municipality • Interaction and negotiations with trade unions and feedback 	<ul style="list-style-type: none"> • Partners with HRM&D in developing and implementing HRM&D strategies to achieve results • Manage people according HRM&D principles, policies and procedures • Complies with HRM&D legal requirements • Proactively engages and partners with HRM&D around business and people challenges and solutions • Initiate and leads change • Drives the organisational values • Takes responsibility for being informed of HRM&D matters and building own people management skills • Follows fair and procedural HRM&D practices and processes • Ensures high performance through effective performance management and retention practices • Communicates and gives feedback on service level expectations • Tracks and measures the impact of HRM&D strategies in functional areas • Measure and reports on the effectiveness of people management within functional areas 	<p>Partners with line and HRM&D to:</p> <ul style="list-style-type: none"> • Remain relevant to local government by taking responsibility for own performance development and career planning • Taking advantage for appropriate opportunities for development • Remain informed of HRM&D policy and procedure • Discuss expectations • Take personal accountability for and support change initiatives • Live the organisational values • Participate in HRM&D surveys and feedback mechanisms • Provides feedback to / and liaises with Unions and relevant employee forums

Role of Council

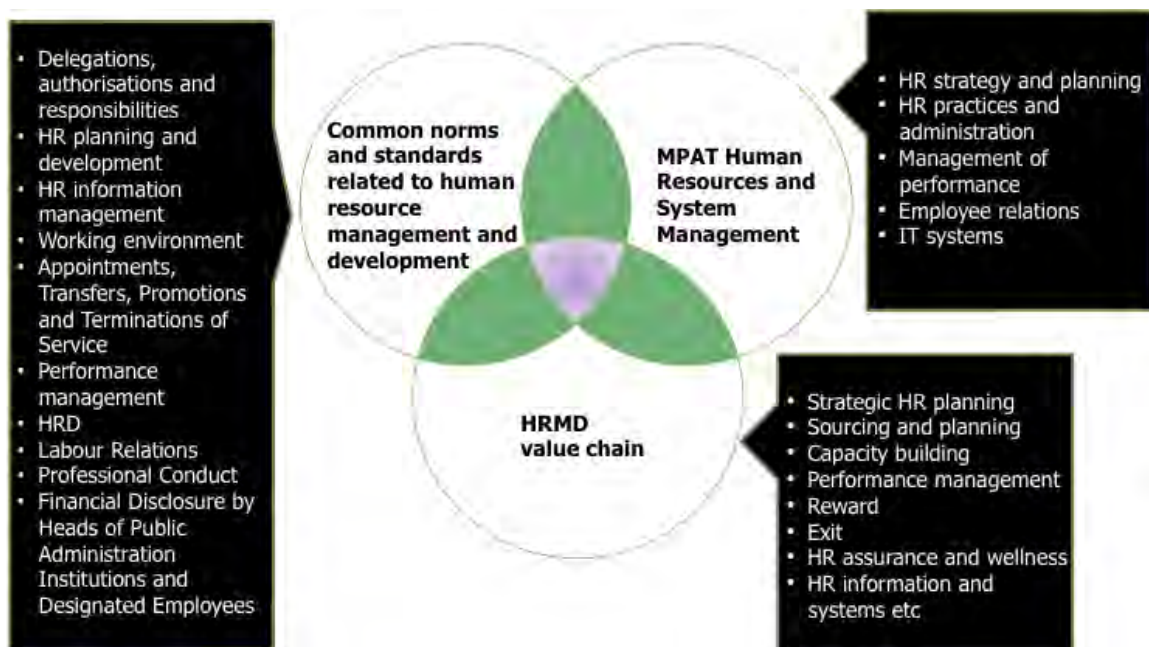
Within the above-mentioned context the role of Council and the relevant committees of Council are:

- To perform an oversight role with regards to HRM functions and support services
- To approve relevant strategies, policies and procedures
- To approve and or validate specific decisions / outcomes / recommendations made with regards to various aspects of HRM&D
- To ensure that a conducive environment is created within the municipality to ensure effective and efficient HRM&D

The HRM&D model

To link the envisioned state of HRM the following model will guide the development of core HRM strategic objectives and initiatives that needs to be implemented in Stellenbosch Municipality:

HRM&D model



Framework for HRM model (Source - SALGA document 2013)

The alignment of the components of the framework results in the development of:

- A model that can be used to manage and report comprehensively on HRM&D issues; and;
- A model that can be used to systematically determine the status of HRM&D within the municipality



(Source - SALGA document 2013)

Strategy

The core of the HRM&D strategy hinges on the principle that all the different elements of HRM&D fits together to create meaning and value for Stellenbosch Municipality. It is the framework for delivery as it determines the key themes and focus areas that should be addressed within a typical HRM&D strategy. The strategy refers to a an integrated strategy – derived from the overall Stellenbosch Municipal strategy (IDP) which outlines how HRM&D will be managed to support the achievements of overall municipal strategies and objectives. It sets out the key strategies, objectives and measures in each of the HRM&D value chain areas and enabling functions.

Vision, Mission and Values – HRM&D

The vision, mission and values of HRM&D must be aligned with the corporate vision, mission and values of Stellenbosch Municipality and communicated, understood and lived at every level of the municipality to ensure commitment and alignment to the overall strategy and objectives [see 6.2]. [The alignment of the strategic objectives of Stellenbosch Municipality and HR standards is depicted in Annexure A].

Vision

“Care, Develop and Provide”

Mission

- A leading service department, renders a quality / effective service to our clients;
- Be an accessible platform where all have access to developmental opportunities;
- Utilise technology in an innovative manner to improve communication and service; and
- To ensure and maintain a positive Employment Value Proposition for Stellenbosch Municipality

Values

- Competence
- Accountability

- Integrity
- Responsiveness
- Caring

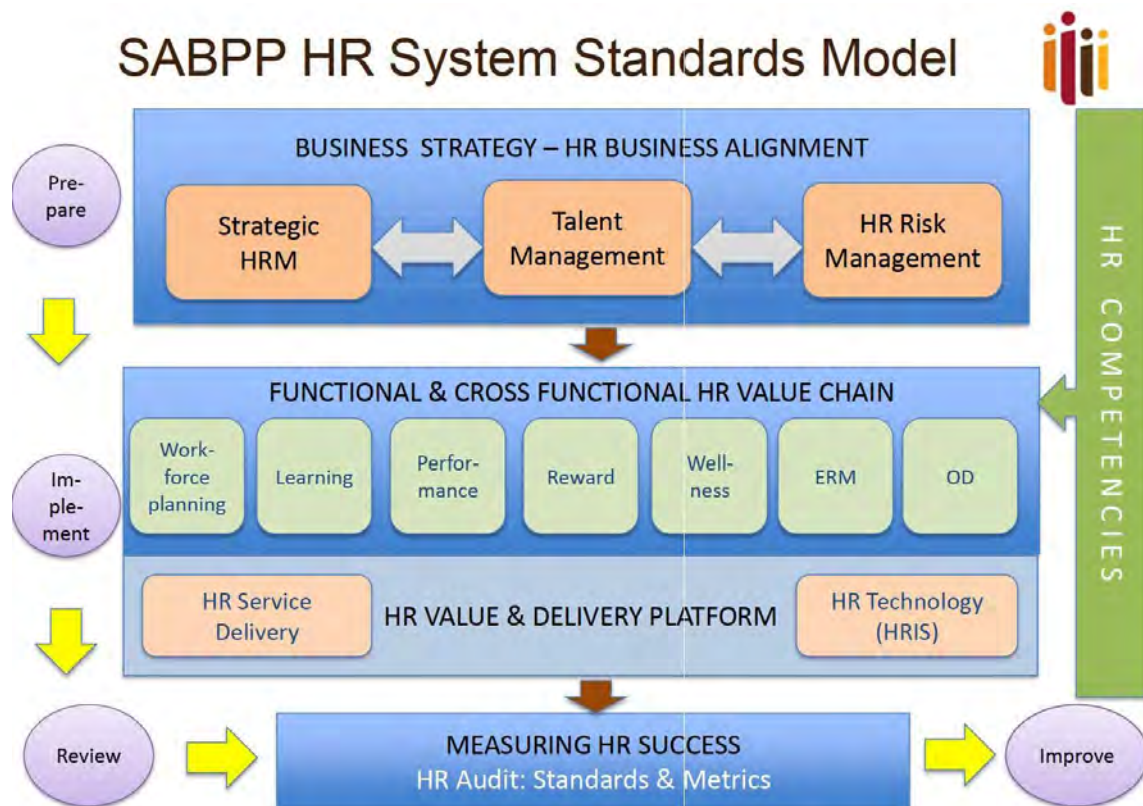
Strategic HRM&D Objectives for Stellenbosch Municipality

- To be an innovative department on the cutting edge in respect of the use of technology in terms of management information, development, communication and health and safety.
- Minimise the risk with regard to Human Capital.
- Increase the Employment Value Proposition (EVP) of Stellenbosch Municipality.
- Attain relevant international benchmarks in HRM&D (SHER & HR man).
- To align the HR practices of Stellenbosch Municipality with the 13 HR standards developed by the SA Board for People Practises.

HRM & D – Standards (13)

Although HRM&D in local government can be construed as a specialist field that differs in some extent from the private sector, the core principles of HRM&D is generic across all sectors and industries. Stellenbosch Municipality therefore will align its HR practices with the 13 national HR standards that were published in 2013 under the auspices of SABPP (South African Board of People Practices).

(Source- SABPP: 2013)



STRATEGIC HR MANAGEMENT

DEFINITION

Strategic HR Management is a systematic approach to developing and implementing long-term HRM strategies, policies and plans that enable the organisation to achieve its objectives.

OBJECTIVES

- To ensure the HR strategy is derived from and aligned to the organisation's objectives in consultation with key organisational stakeholders.
- To analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions.
- To provide strategic direction and measurements for strategic innovation and sustainable people practices.
- To provide a foundation for the employment value proposition of the organisation.
- To establish a framework for the HR element of the organisation's governance, risk and compliance policies, practices and procedures which balance the needs of all stakeholders.

TALENT MANAGEMENT

DEFINITION

Talent Management is the proactive design and implementation of an integrated talent-driven organisational strategy directed to attracting, deploying, developing, retaining and optimising the appropriate talent requirements as identified in t

OBJECTIVES

- To build a talent culture which defines the organisation's philosophy, principles and integrated approach to talent, which leverages diversity and is communicated in a clear employment value proposition.
- To identify strategically critical positions and leadership roles and capabilities in the organisation into the future from the Workforce Plan that will determine the sustainability and growth of the organisation.
- To set up processes and systems which will:
 - Attract a sustainable pool of talent for current objectives and future organisation needs.
 - Achieve employment equity progress in the spirit of the legislation to achieve transformation.
 - Manage the retention and reward of talent.
 - Develop the required leadership skills.

- Plan for succession to key roles.
- Identify high potential employees and link them with key future roles in the organisation through monitored development plans.
- Identify through assessment the optimal development opportunities for talent.
- To agree appropriate roles for relevant stakeholders in the development and management of talent.
- To monitor and report on talent management key results areas and indicators.

LEARNING AND DEVELOPMENT

DEFINITION

Learning and development is the practice of providing occupationally directed and other learning activities that enable and enhance the knowledge, practical skills and work place experience and behaviour of individuals and teams based on current and future occupational requirements for optimal organisational performance and sustainability.

OBJECTIVES

- To create an occupationally competent and engaged workforce which builds organisational capability, providing employees with opportunities to develop new knowledge and skills.
- To focus learning and development plans on improving people's ability to perform to achieve organisational objectives and provide the means for measuring the impact of learning and development interventions.
- To support and accelerate skills development and achievement of employment equity and organisational transformation and limit the impact of skills shortages.
- To create a learning culture and environment that enables optimal individual, team and organisation learning and growth in both competencies and behaviour.
- To capture and replicate and enhance critical knowledge within the organisation.
- To ensure learning and development is a catalyst for continuous improvement, change and innovation.

EMPLOYEE WELLNESS

DEFINITION

Employee wellness is a strategy to ensure that a safe and healthy work and social environment is created and maintained, together with individual wellness commitment that enables employees to perform optimally while meeting all health and safety legislative requirements and other relevant wellness good practices in support of the achievement of organisational objectives.

OBJECTIVES

- To promote opportunities and guidance that enable employees to engage in effective management of their own physical, mental, spiritual, financial and social well-being.
- To enable the employer to manage all aspects of employee wellness that can have a negative impact on employees' ability to deliver on organisational objectives and to demonstrate the impact of wellness activities on the achievement of organisational objectives.
- To promote a safe and healthy working environment in pursuit of optimum productivity and preservation of human life and health.
- To reduce employee risk emanating from health and wellness issues.
- To contain health and wellness costs.
- To enhance the employment value proposition by means of promoting a culture of individual health and overall organisational wellness.

EMPLOYMENT RELATIONS MANAGEMENT (ERM)

DEFINITION

Employment relations is the management of individual and collective relationships in an organisation through the implementation of good practices that enable the achievement of organisational objectives compliant with the legislative framework and appropriate to socio- economic conditions.

OBJECTIVES

- To create a climate of trust, cooperation and stability within an organisation.
- To achieve a harmonious and productive working environment which enables the organisation to compete effectively in its market place?
- To provide a framework for conflict resolution.
- To provide a framework for collective bargaining where relevant.
- To ensure capacity building and compliance to relevant labour legislation, codes of good practice (ILO and Department of Labour) and international standards.

ORGANISATION DEVELOPMENT

DEFINITION

Organisation development (OD) is a planned systemic change process to continually improve an organisation's effectiveness and efficiency by utilising diagnostic data, and designing and implementing appropriate solutions and interventions to measurably enable the organisation to optimise its purpose and strategy.

OBJECTIVES

- To establish links with organisational purpose across all levels and functions of an organisation.
- To ensure organisation design facilitates the purpose of the organisation.
- To improve the ability of individuals, teams, departments and functions to work co-operatively to meet organisation objectives and optimise engagement at work.
- To facilitate stakeholder engagement in all OD processes to ensure optimum buy-in.
- To build the relevant OD capability to meet organisational needs.
- To ensure compliance with relevant continuous improvement principles and practices.

HR SERVICE DELIVERY

DEFINITION

HR Service Delivery is an influencing and partnering approach in the provision of HR services meeting the needs of the organisation and its employees which enables delivery of organisational goals and targets.

OBJECTIVES

- To ensure timeousness, consistency, credibility and quality in the delivery of HR services, using resources productively and measuring and improving on delivery.
- To ensure sustainability of HR practices within the organisation.
- To support the effective management of the human element in an organisation by means of an effective HR service delivery model and system.
- To provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws and other legislative requirements, HR policies, practices and procedures.
- To establish functional standards for accurate HR record-keeping and administration, developing and implementing an end-user friendly administrative process and system enabling proper data management.
- To measure employee engagement on the one hand, and satisfaction with the delivery of HR services on the other hand.

Conclusion

This HRM&D Framework provides Stellenbosch Municipality with the structure to plan, implement, monitor and improve its HRM&D standards. This framework does not operate in isolation and will be central to all activities involving the human resources of Stellenbosch Municipality. It is therefore not a HR document but must be “owned” by Council, management, staff and trade unions. Since the field of HR management is a dynamic discipline, it is envisaged that this framework will change and develop over time to reflect the realities of our environment. (see annexure A on next page)

Strategic Objective	Key strategies	Alignment with HR Standards
VALLEY OF POSIBILITIES	<ul style="list-style-type: none"> Ensuring that infrastructure and services planning and resourcing occurs over the long term in a sustainable manner, and draws on the expertise of other service delivery agencies, the private sector, and the University. 	<ul style="list-style-type: none"> Strategic HR Management
A GREEN AND SUSTAINABLE VALLEY	<ul style="list-style-type: none"> Focusing more strongly on the environmental planning and management function, including appropriate resourcing. 	<ul style="list-style-type: none"> Strategic HR Management Talent Management Learning and Development
A SAFE VALLEY	<ul style="list-style-type: none"> Securing adequate permanently employed HR, facilities and equipment (specifically fleet) to undertake the specialist functions of traffic management, fire and rescue services, and disaster and event management on a 24/7 basis and to comply with legal standards. Establishing adequate, integrated law enforcement capacity, present in every ward of the Municipality. 	<ul style="list-style-type: none"> Strategic HR Management Learning and Development
DIGNIFIED LIVING	<ul style="list-style-type: none"> Ensuring the delivery of a comprehensive range of services to vulnerable groups, and the coordinated cooperation of service providers at all levels in the delivery and management of services to these groups 	<ul style="list-style-type: none"> Learning and Development
GOOD GOVERNANCE AND COMPLIANCE	<ul style="list-style-type: none"> Ensuring that functional areas have the capacity and readiness to deliver services in terms of short-, medium- and longer-term objectives and targets. Ensuring that all staff has the opportunity for leadership development within their functional areas, and municipal management generally. Ensuring regular performance management of staff at all levels within the organisation. Undertaking strategic planning for the longer and shorter terms, the Municipality as a whole, and local areas Implementing regular auditing of processes. Celebrating excellence in service delivery, external and internal to the Municipality. Renewing intergovernmental efforts to establish a municipal court in Stellenbosch. 	<ul style="list-style-type: none"> Strategic HR Management Talent Management Learning and Development Performance Management/ Reward and Recognition Strategic HR Management HR Risk Management Reward and Recognition Talent Management

6.16 THE RELATIONSHIP BETWEEN SECTOR PLANS

Sector plans need to support and reinforce each other to have meaning and assist in sustainable development of the municipal area. Table 12 below illustrates how different key sector plans inform and direct each other.

Table 12: The relationship between sector plans matrix

	Spatial Development Framework	Integrated Zoning Scheme	Human Settlements Plan	Integrated Transport Plan	Infrastructure Master Plans
Spatial Development Framework		<ul style="list-style-type: none"> Designates areas for the accommodation of developmental needs Indicates areas desirable for densification / specific land use / integrated networks Indicates areas desirable for conservation Spatially reflects Council's approved nature and form of urban development Identifies special areas for application of overlay zones 	<ul style="list-style-type: none"> Identifies areas for satisfaction of human settlement needs Designates areas for the accommodation of developmental needs Indicates areas desirable for specific nature and form of urban development Indicates areas desirable for conservation Spatially reflects distribution of community facilities Identifies areas to be protected from settlement (e.g. heritage, agriculture and natural) Designates housing priority / restructuring areas Integrates settlement patterns with infrastructure plans 	<ul style="list-style-type: none"> Identifies areas for satisfaction of human settlement needs Designates areas for the accommodation of developmental needs Indicates areas desirable for conservation Spatially reflects distribution of community facilities Identifies areas to be protected from settlement (e.g. heritage, agriculture and natural) Designates housing priority / restructuring areas Indicates areas desirable for densification / specific land use / integrated networks Spatially reflects Council's approved nature and form of urban development 	<ul style="list-style-type: none"> Identifies municipal growth direction Identifies areas to be protected from development (e.g. heritage, agriculture and natural) Identifies priority development areas Identifies infrastructure priority areas

	Spatial Development Framework	Integrated Zoning Scheme	Human Settlements Plan	Integrated Transport Plan	Infrastructure Master Plans
Integrated Zoning Scheme	<ul style="list-style-type: none"> • Pro-actively provides for implementation of Council's developmental objectives (given sufficient detail in decision-making) • Translates nature and form of urban development needed into supportive bylaws • Responsive bylaw, i.e. means to implement spatial development objectives 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Provides for overlay zones meeting the specific requirements of different human settlements • Provides land use management system for improved settlement administration 	<ul style="list-style-type: none"> • Provides land use management system that supports efficient transport systems • Allows for modelling of networks and systems 	<ul style="list-style-type: none"> • Provides land use management system that supports efficient infrastructure provision • Indicates extent of land use rights requiring services • Allows for modelling of networks and systems

	Spatial Development Framework	Integrated Zoning Scheme	Human Settlements Plan	Integrated Transport Plan	Infrastructure Master Plans
Human Settlements Plan	<ul style="list-style-type: none"> Identifies current settlements and interventions that should be accommodated in future planning Determines settlement needs Quantifies extent of demand for various housing typologies 	<ul style="list-style-type: none"> Identifies nature and form of human settlement development that is affordable Identifies special areas for application of overlay zones 		<ul style="list-style-type: none"> Identifies current settlements and interventions that should be accommodated in future planning Determines settlement needs Quantifies extent of demand for various housing typologies 	<ul style="list-style-type: none"> Identifies current settlements and interventions which should be accommodated in future planning Determines settlement infrastructure needs Quantifies extent of demand for services according to various housing typologies
Integrated Transport Plan	<ul style="list-style-type: none"> Determines most efficient responses to transport challenges Identifies transport and traffic priority areas Shapes future planning according to most appropriate modal changes and challenges Identifies need for services not provided by the Municipality, e.g. SANRAL, Provincial Roads, PRASA, Transnet. 	<ul style="list-style-type: none"> Identifies ideal route / road classification Determines development parameters, e.g. parking ratios, access and standards Identifies special areas for application of overlay zones 	<ul style="list-style-type: none"> Identifies transport and roads priority areas Determines development parameters, e.g. parking ratios, access and standards Shapes settlement planning according to most appropriate modal changes and challenges 		<ul style="list-style-type: none"> Determines most efficient responses to transport challenges Identifies transport and traffic priority areas Shapes future planning according to most appropriate modal changes and challenges

	Spatial Development Framework	Integrated Zoning Scheme	Human Settlements Plan	Integrated Transport Plan	Infrastructure Master Plans
Infrastructure Master Plans	<ul style="list-style-type: none"> Identifies existing infrastructure capacity / constraints Identifies interventions required to support growth / infill Designates priority infrastructure development areas / corridors Provides for services not provided by the Municipality, e.g. Telkom, Eskom, raw water supply 	<p>Identifies existing infrastructure capacity / constraints</p> <ul style="list-style-type: none"> Identifies interventions required to support growth / infill Designates priority infrastructure development areas / corridors 	<ul style="list-style-type: none"> Identifies existing infrastructure capacity or / constraints Identifies interventions required to support growth / infill Provides for services not provided by the Municipality, e.g. Telkom, Eskom, raw water supply 	<ul style="list-style-type: none"> Identifies existing infrastructure capacity or / constraints Identifies interventions required to support growth / infill Provides for services not provided by the Municipality, e.g. SANRAL, Provincial Roads, PRASA, Transnet 	

CHAPTER SEVEN: OUR STRATEGY

To determine our strategy, an assessment of the current situation in the Stellenbosch Municipal Area is necessary.

7.1. REFLECTION, CHALLENGES AND OPPORTUNITIES

This section reflects on challenges and opportunities to be addressed, and is informed by the current reality of life and service delivery in the municipality, key policy directives, the expressed needs of citizens and interest groups, and key findings of various municipal sector plans.

Our region – with its bigger towns of Stellenbosch and Franschhoek, smaller villages, historic farms and impressive valley and mountain landscapes – is imprinted in the minds of many people, nationally and internationally, as an area of environmental richness and scenic beauty, and as a place of learning, history and cultural heritage. Many have engaged with what we offer – for a brief period during a visit, for a number of years as a student, or for a lifetime as a citizen. We believe these engagements will invariably have provided enormously rich opportunities and good memories.

We still offer opportunity; we continue to impress and instil learning, we continue to provide experience in industries of various kinds and in the tourism sector. As the thirteenth largest urban economy in South Africa, and the second largest after the City of Cape Town in the Western Cape Province, our regional and national contribution to growth and development is significant.

In the light of the current economic situation, many citizens have difficulty – in varying degrees – in engaging with their place of residence, learning and work. Some struggle to survive and have no access to a house or a job or to safety. Others find it difficult to get to work or drop children at school, given transport problems.

Much work has been done to ascertain and measure the basic needs in our community, in order to improve service delivery and encourage active citizenry.

The environment and heritage

We know that our environment is increasingly under threat globally, in different ways. We also see it in the greater Stellenbosch area. Development has meant the loss of many hectares of valuable agricultural land, and some pristine nature areas have been scarred or have become less accessible for everyone to enjoy.

Spatially, the outward expansion of our major towns – Stellenbosch and Franschhoek – into surrounding agricultural and nature areas has diminished opportunity to address our challenges. We have undermined a valuable biodiversity resource, not only as a context for tourism, but also as cultural heritage, a sacred space for healing, and the provider of valuable ecosystem services such as clean water, clean air, and erosion prevention. Poorly controlled sub-urbanisation and land use change on farms have resulted in the non-productive use of land and the displacement of work and people. These people's need for jobs and shelter now have to be met elsewhere.

The ad hoc growth of specific centres and the connection of centres into “strip” developments along major routes disperse opportunity and increase car dependence.

Our towns are losing their historic character, not only in terms of built form, but also activity. Although new activities in the historic centres of our towns attract tourists, these activities often have little bearing on our unique heritage, creativity and diversity.

Unequal access to opportunity

We have seen the growth of poor areas, independent of existing settlements and devoid of non-residential opportunity.

Existing poor areas, already limited in facilities that are often over-utilised and poorly maintained, accommodate all new

growth where affordable accommodation is concerned.

Housing needs

We have a current and future housing backlog, half of which are for middle and upper income households. Over the past ten years Kayamandi has more than doubled its population. Cloeteville has also almost doubled in size. As the population has grown, the release of land for development and housing has not kept pace.

Housing has become so expensive that many of those who work in the Stellenbosch municipal area commute from outside this area. For these and others, the most basic shelter – even of a temporary nature – within this municipal domain remains an unattainable dream.

Poverty and unemployment

We have not impacted significantly on unemployment, or made significant progress in increasing access to livelihood opportunities for poor families. The ever-increasing pressures on the international and local economy require a more intense focus on entrepreneurship. Capacity-building for the potential workforce should be better alignment with skills required by local enterprises to ensure increased and successful placement.

Safety, security and wellness

The incidence of crime has increased, and evidence of social disintegration is visible in our streets. The result is mistrust, increased withdrawal into private and gated lifestyles, and failure to work together for a better future. We have seen the growth of poor areas, independent of existing settlements and devoid of non-residential opportunity. Existing poor areas, already limited in facilities that are often over utilised and poorly maintained, accommodate all new growth where affordable accommodation is concerned.

Infrastructure stress

Limited waste water treatment (WWT) capacity is increasingly putting pressure on the environment, specifically polluting rivers and underground water systems. The upgrading of the current WWT works is one of the largest capital investments ever made by the Stellenbosch Municipality. It offers the opportunity to alleviate this problem.

Limited landfill space is not only a local, but a regional challenge. Minimisation and diversion of waste is therefore critical. Waste recycling offers entrepreneurial opportunities, and should therefore be encouraged.

Road congestion is a cause for great concern in key areas during peak hours. Public transport – as opposed to privately-owned transport – is becoming a necessity, considering that the majority of our people walk to places of work and residences close to workplaces are almost non-existent. There is increasing pressure to provide more parking space in Stellenbosch.

The current drought and water scarcity requires additional measures to ensure that this resource is preserved. Current water-saving initiatives need to be increased, and the percentage of unaccounted-for water needs to be significantly decreased. The limited water capacity should be taken into consideration for future developments.

It is clear that more sustainable and innovative solutions are required for future infrastructural developments.

Stretched municipal resources

Limited municipal resources require an increase in multi-sectoral partnerships to address the broad spectrum of needs in the community.

The Municipality cannot address the challenges of Stellenbosch on its own, not only because of limited resources, but also because it does not control all the variables impacting on development and management in the town and does not necessarily have the full range of competencies for the task. The Municipality remains very much an institution geared to delivering a set of defined services – focused on infrastructure and maintenance.

Untapped capacity

Within a context of resource constraints, partnerships are frequently mooted as an option to assist with municipal service delivery. Although Stellenbosch is blessed with strong intellectual, community and business competency, we have not tapped these resources sufficiently to work with us in meeting our challenges.

This reflection has highlighted a number of considerations for review and they are as follows:

- A longer-term focus is needed because Stellenbosch is growing. Decisions on investment and development made today will have implications for years to come.
- Partnerships are essential to expand the range of functions and activities available to citizens and visitors to Stellenbosch. The Municipality needs to lead with boldness and to give people a chance to contribute and be appreciated.
- In general, IDP meetings in affluent areas are very poorly attended compared to those in poor areas and a change in approach is required.
- A more integrated approach to service delivery is needed in the townships to add proper programmes for maintenance, social services, and safety and security to the usual provision of housing and infrastructure.
- In the past, the IDP was not written to be easy to understand.

Influential factors and approaches:

- Internal engagements that focused on establishing a shared understanding and agreement on the purpose and focus of public participation, guided the IDP Process.
- The sector input workshops increased collaboration with civil society and promoted active citizenry during the process.
- A new concept was developed for the IDP feedback sessions, which combined presentations with information / helpdesk desks where individual needs of community were captured and addressed.
- Listed ward priorities and needs for the past two financial years were listed and analysed and detailed feedback on these were required and received from the different Directorates to promote better engagement and integration.
- Dry-run sessions on the IDP presentations assisted to improve accurate feedback to the community.
- Improved communication and customer care played a vital role in the process.
- The implementation of the performance management system at the Municipality has been cascaded down to managers and heads that directly report to Directors.
- A new methodology was followed to identify the basic needs of the community and to scientifically prioritize these needs in the different wards. The improvement of the quality of information allows for better decision-making by the administration.

7.2. VISION

We describe the vision of where we want to be as a municipality and the Greater Stellenbosch area as the “Valley of Opportunity and Innovation.” Our overarching strategy is illustrated in Figure 6, below:

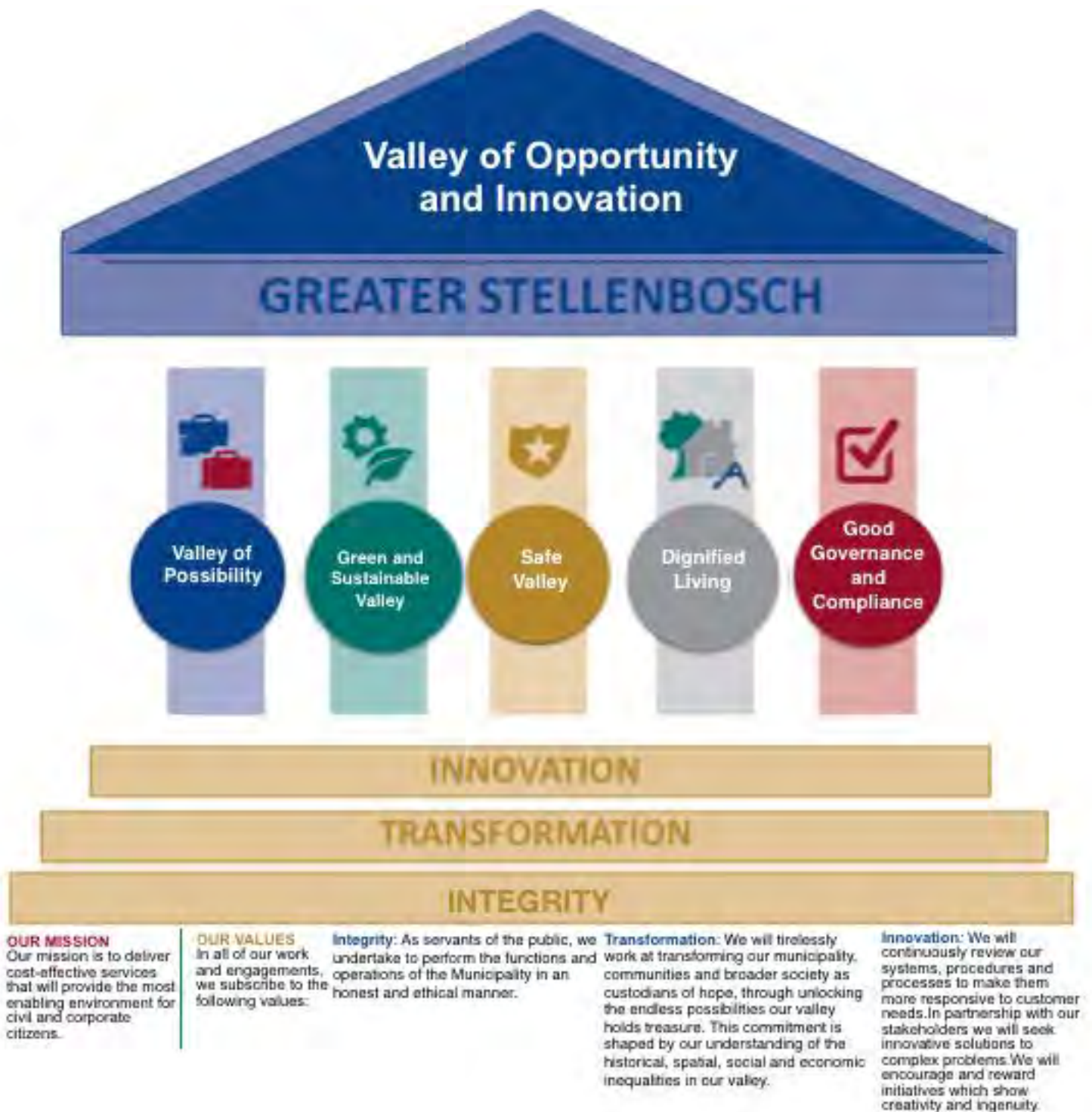


Figure 6: Our Overarching Strategy

7.3. MISSION

Our mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens.

7.4. VALUES

In all our work and engagements, we subscribe to the following values:

Integrity: As servants of the public, we undertake to perform the functions and operations of the Municipality in an honest and ethical manner.

Transformation: We, as custodians of hope, will work tirelessly at transforming our municipality, communities and broader society through unlocking the endless possibilities our valley holds and treasures. This commitment is shaped by our understanding of the historical, spatial, social and economic inequalities in our valley.

Innovation: We will continuously review our systems, procedures and processes to make them less bureaucratic and more responsive to customer needs. We will acknowledge and reward initiatives that show creativity and ingenuity.

7.5 STRATEGIC FOCUS AREAS

7.5.1 Strategic Focus Area 1: Valley of Possibility

The Stellenbosch area offers ample possibilities. The unlocking of these possibilities will encourage opportunity for enterprise, creativity and business development in our cities, towns and villages is an urgent issue in South Africa. Major related concerns are unemployment, poverty, income inequality, and skills shortages. This strategic focus area has three broad dimensions: The first relates to the provision of services to citizens, and how these assist them to facilitate development, jobs, and so on. The second relates to the internal working of the Municipality, how municipal procurement of services assists in fostering opportunity for enterprise development, creativity and business development. The third dimension asserts that efficient infrastructure and services lie at the heart of the Municipality's mandate. Infrastructure and services of different kinds provide in the basic livelihood needs of citizens, and also enable enterprise and business development. Without appropriate, well-maintained infrastructure, the greater Stellenbosch area will fail as a place of living, work and learning.

7.5.2 Strategic Focus Area 2: Green and Sustainable Valley

There are a number of dimensions to the environment that underlie its importance for the greater Stellenbosch area and for the people living within it. The first is an ecological dimension, which recognises that the natural environment and its processes provide the setting in which, and the basic resources with which, human life is played out.

The second is an economic and productive dimension, which recognises that the natural environment underpins a vitally important tourism and agricultural economy. The third is a psychological, social, and recreational dimension, which recognises that human life is qualitatively affected by a sense of place, and the need for places of 'escape' from urban life. The fourth is a cultural dimension, which recognises the inextricable relationship between the characteristics of a place, peoples' activities in that place, and the emergence of cultural expressions and forms.

There are at least three reasons why spatial direction is important. Firstly, we live our lives in geographic space; how activities and infrastructure are organised in space fundamentally impact on people's access to opportunity. For example, prioritising new urban development on agricultural land may harm the overall viability of agriculture and food security of an area. Another example is the location of housing for poor people far away from work opportunities, which impacts on disposable income, work productivity and transport infrastructure provision. Secondly, municipal strategy has over the last decade taken a strong sectoral approach. The approach looks at development in sectors as reflected in the LED plans, plans for creative industries, small enterprises, tourism, and so on. Unfortunately, much of this work is silent on the impact of space on specific sectors and has assisted to hide spatial inequity in our settlements. Thirdly, municipal government has considerable influence over the space economy of settlements. By virtue of its mandate,

local government can determine the nature and location of key infrastructure and where settlement is to occur and where not. Local government cannot grow the economy, but it impacts on economic success through the provision and maintenance of infrastructure and how activities are organised in space.

7.5.3 Strategic Focus Area 3: Safe Valley

Establishing safety and law abiding behaviour in greater Stellenbosch is an absolute priority. All our efforts to improve services, opportunity and sound financials – including affordable rates – will come to nothing if by-laws are not respected, our assets are vandalised, or our neighbourhoods, roads, business areas and recreational facilities are not safe. Safety and security, together with cleanliness, are often cited as the most important factors in getting investment into a city or town. A safe and secure greater Stellenbosch area is thus not only a functional necessity, but underpins elements of economic and social development strategies.

7.5.4 Strategic Focus Area 4: Dignified Living

All our citizens should have access to a dignified life, irrespective of their relative material wealth or their background. By a dignified life we mean, *inter alia*, access to shelter, ethical administration of municipal housing, and sufficient choice in housing opportunity for different income groups, including young people. We also mean neighbourhoods with accessible public facilities and services. Support for vulnerable groups – including the youth, women and the elderly – is critical, as is a close working relationship with other government and social agencies that focus on the needs of these groups.

7.5.5 Strategic Focus Area 5: Good Governance and Compliance

As more people become urbanised, towns and cities have become increasingly important foci of political and economic power and service provision. As the 13th largest economy nationally, the greater Stellenbosch area and Municipality is a significant seat of power and deliverer of services. Deciding what to do, when, where and to whose benefit it is, however, a difficult task. The range of services to be provided is wide in scope, and the needs of citizens and enterprises vary significantly. Given the depth of need in many communities and limited resources, tough choices have to be made. To succeed, municipalities have to develop appropriate policy- and decision-making structures; plan carefully for the long and short term (across territorial areas and sectors); ensure synergy between the work of the political and administrative spheres of the Municipality, their own work and that of other spheres of government, civil society and the business sector; communicate well; and monitor processes and procedures in a structured manner. It is also important that excellence in service delivery contributions, external and internal to the organisation, needs to be recognised and built upon.

We cannot service the needs of our citizens without a skilled and customer-focused administration in all the different functional areas and at all levels of the Municipality. Given rapid change in all facets of society, the opportunity must exist for staff to develop their skills, whether in specific functional areas or management. To ensure best use of public resources, regular performance management is essential. Information must be readily available, and contact between citizens and the Municipality should be responsive and as efficient as possible.

The facilities that house the administration also need to be organised in a manner that facilities integrated and joint work among the staff themselves, and between staff, political leadership and other sectors of the community.

A sound financial basis is central to implementing any strategy. The greater Stellenbosch area is no exception. In order to deliver on the needs of its citizens, the Municipality is required to manage revenue streams in a sustainable manner. It also needs to ensure that funds available are utilised for identified projects and that value for money is achieved. In procuring goods and services, ethical conduct is essential to ensure the integrity of the Municipality. It is most important that the use of municipal resources supports agreed upon objectives; in other words, the municipal budget and ongoing expenditure must be strategy-led.

7.6. CORE PRINCIPLES IN EXECUTING STRATEGY

7.6.1 Shared work between political leadership, the administration and community

The Municipality comprises three core components:

- Democratically elected political leadership
- The administration, comprising officials
- Citizens, as individuals, interest groups and organisations (public, community-based and private)

For sustainable municipal management, it is critical that political leadership and the administration work closely together. Ultimately, democratically elected political leadership is responsible for policy direction. The administration provides advice and implements policy.

International best practice shows that the only way to carry out sustainable urban management is to engage in meaningful partnerships with communities, where communities take full responsibility for the development of their own neighbourhoods. Stellenbosch Municipality is committed to ensure that real social and economic development of our poorest communities is realised through proper community input and ownership. It is not generally realised that communities are legally part of the Municipality. This being the case, however, means that local communities cannot simply play the role of critic or passive bystander. It is vital that local communities play an active part in the planning and implementation of projects and programmes in their neighbourhoods.

A component of community participation focuses on ward-based planning, where the desired outcome is to have a ward-based plan for each of the 22 wards. Ward-based plans are a form of participatory planning designed to promote community action, with clear linkages to the IDP. Such plans mobilise communities and citizens to take responsibility for their own destiny and capture what communities see as their desired outcomes. They also help to speed up the implementation of the IDP. This ensures that the IDP objectives become the collective responsibility of community members, ward councillors, ward committees, the business community, NGOs and CBOs and all other stakeholders in greater Stellenbosch. This presents an opportunity for visionary local leaders to implement a shared agenda and show tangible and measurable results through collectively addressing the above-mentioned ward priorities.

7.6.2 Alignment with institutional structures and processes

Conventional strategic planning processes aimed at guiding development and management decisions are time-consuming. Preparing a detailed strategic framework and implementation programme can take months. Unfortunately, these processes do not provide for the “now” – the need to guide decisions today. For municipalities, the “now” has become extremely important. Every month counts. We believe that our challenges have become so significant that if we do not find an integrated and commonly shared response to them fast, we may lose much of what is special about an area and be poorly prepared to meet future challenges successfully. Often also we find that the fact that a strategy is “under preparation” is used as an excuse for inaction or even poor decision-making. The arm’s length approach also appears to neglect local experiential knowledge – what people know through working with services issues on a daily basis. With this in mind we have provided for regular, informal but structured engagements between the Mayor and Director’s Forum to discuss strategic matters and how to best respond to these issues.

These planning methods bridge the gap between local experiential knowledge, the technical requirements of strategy preparation, and the need for strategic frameworks to be available to deal with immediate decision-making. This process is aimed at getting an initial position through intense, structured information-sharing and planning workshops on how to direct development and management of the town. Written up as an initial strategy, provision is made for influencing the decisions of today and the nature of further work in a manner that supports the strategy. The strategy becomes the broad strategic framework, elaborated on in further technical work.

7.6.3 Considering the different investment needs of settlements

Fundamentally, we believe that sustainable management of any settlement requires continued focus on four investment needs. It has to provide in the basic needs of citizens; it has to maintain its assets and functions; it has to provide for crisis and disaster, and fix past mistakes; and it has to invest productively, making the settlement better for the future, as represented in Figure 7 below.

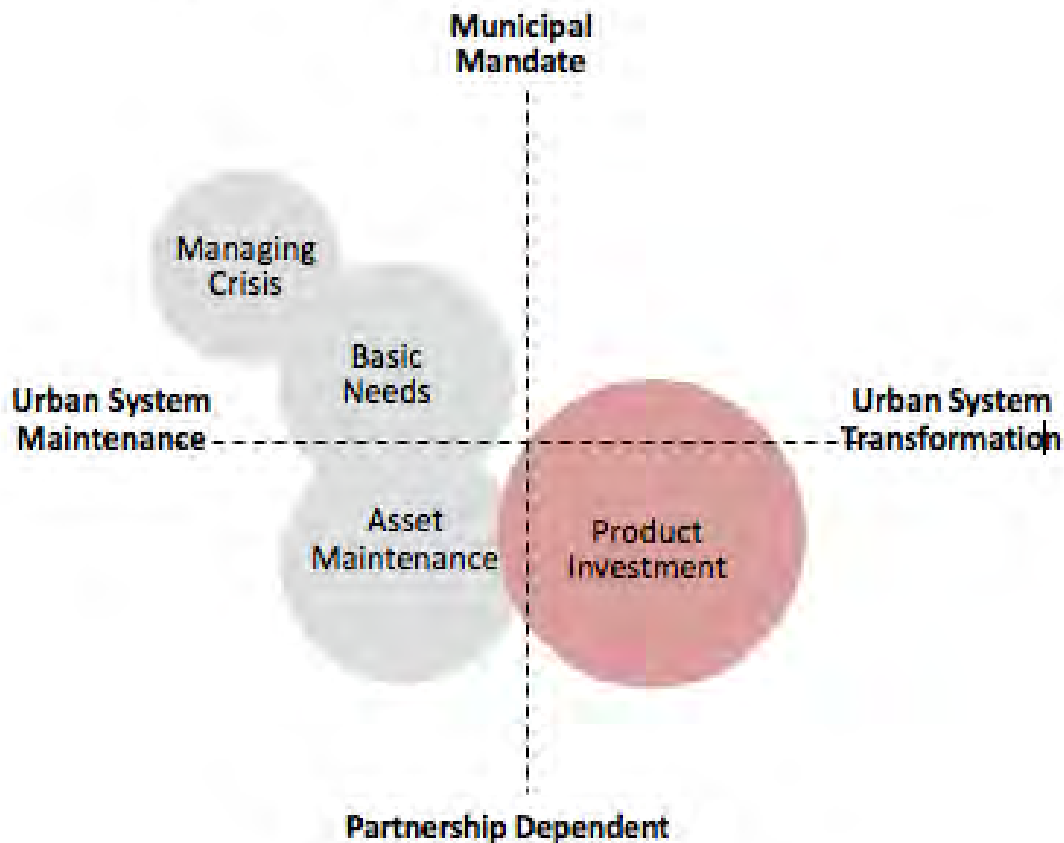


Figure 7: The different investment needs of settlements

Successful settlements deal with all four of these investment needs at the same time. This makes for balanced development, allowing for both individual and public needs to be met and for the mistakes of the past to be fixed while preparing for the future. The proportion of resources to be allocated to each dimension needs to be determined through policy, informed, in turn, by an understanding of settlement and citizen needs. Settlement needs are critical. Unlike citizen needs, settlement needs relate to the collective needs of the settlement (or part of the settlement), and often include things that are not politically popular. Major infrastructure maintenance – the kind of service that is not very visible or takes time to manifest if neglected – is a prime example. Many local governments remain stuck in basic needs provision, managing crises and asset maintenance – a conventional municipal mandate. As a result, the urban system is merely maintained. What is also needed is a focus on productive investment, requiring new partnerships with the private and community sectors; in this way transforming the municipal area for the better.

We therefore propose that the greater Stellenbosch IDP considers these different investment needs in detail in the formulation of objectives and short- and medium-term milestones (as contained in the SDBIPs of the different services).

7.6.4 The tools of governance

All spheres of government have a range of tools available to achieve objectives and maintain relationships with citizens, the private sector, other government organisations, the community sector, and so on. What is becoming increasingly true is that the complexity and interconnectedness associated with achieving desired settlement outcomes in today's settlement context demand the employment of a range of tools – in concert with each other. This differs from the past, where settlement management focused on infrastructure investment for growth, regulating land subdivision, and land use and built environment management. The paragraphs below outline the range or classes of tools available to government for use in pursuit of its objectives (Adapted from Neilson, L. 2002). Instruments of governance in urban management, *Australian Planner*, 39(2): 97–102).

Policy: defining/framing the position of government and direction for action in relation to issues where clear choices exist (for example, to focus on private or public transport, to grow a settlement outwards or contain it inwards).

Plan making: indicating where resources should focus functionally or spatially, in what form, and when.

Legislation: directing, constraining and rewarding (potentially) the behaviour of different actors in society (in the interest of all citizens).

Regulation: elaborating on behavior outlined in legislation through guidelines, standards, and so on.

Fiscal measures: fees, charges and taxes for services as a means for raising government revenue, and directing action in support of policy and legislation (through fiscal “incentives”).

Financial measures: the priorities and areas of government spending, including investments in infrastructure, facilities and programmes to support spatial and sectoral or functional area policy and plans.

Institutional measures: arrangements for decision-making, the allocation of powers, responsibilities, agreements and relationships between government and other actors, human resource capacity/competency, and measurement systems within government and between government and other actors.

Asset management: the approach taken to the management of government assets (land, public facilities, and so on).

Knowledge and information management: the government's investment in and dissemination of knowledge about existing/anticipated conditions which require management.

Advocacy: the positions that government take on issues, “positive” and “negative”. This could be through the media, public meetings/engagements, at events, and so on.

7.6.5 Accessible documents

We firmly believe that strategic documents should be presented in a format accessible to all stakeholders.

Attention should be paid specifically to the following:

- For integrated service delivery over time, it is necessary for municipal leadership and officials at all levels, representing different services and interests, to understand the strategy. This cannot be achieved by presenting strategy in a number of weighty documents, each prepared by different services. The complete overall strategy needs to be presented in a manner that assists its internalisation by all. For this reason, the IDP will appear in different formats.
- The IDP should also be supported by a clear “story” where successive actions build on each other. Generally, achieving meaningful integration is a difficult task in municipal development strategy formulation. Work is predominantly done within different services or functional areas and then simply ‘packaged’ together as an ‘integrated’ strategy. A key aim with the IDP is therefore to show how various actions – of different kinds and often undertaken by different services – are interdependent and only have full meaning if implemented together.

CHAPTER EIGHT: STRATEGY UNPACKED

8.1. STRATEGIC FOCUS AREAS, PREDETERMINED OBJECTIVES and PROGRAMS

STRATEGIC FOCUS AREAS	PREDETERMINED OBJECTIVES	PROGRAMS
STRATEGIC FOCUS AREA 1: VALLEY OF POSSIBILITY	1.1 Create an environment conducive to business development and job creation.	<ol style="list-style-type: none"> 1. Development and implementation of Integrated zoning scheme. 2. Develop local economic development hubs. 3. Investment in bulk and connecting engineering infrastructure for development purposes.
	1.2 To facilitate and co-ordinate support to emerging entrepreneurs by utilizing internal SCM processes and linking SMME's with opportunities in the market.	<ol style="list-style-type: none"> 1. Develop a guiding document to link Small Medium and Micro Enterprises to Supply CM and open market opportunities. 2. Update and implement the preferential procurement policy.
	1.3 To provide, upgrade and maintain an effective engineering infrastructure to support effective service delivery.	<p>Major capital expenditure is planned in the following areas during the 2017/2018 financial year:</p> <p>Electricity</p> <ul style="list-style-type: none"> • Energy Efficiency and Demand Side Management • Integrated National Electrification Programme • Electricity Network <p>Roads, Stormwater and Traffic Engineering</p> <ul style="list-style-type: none"> • Reconstruction of roads • Upgrade of Gravel Roads • Reseal of Roads • Main Roads Intersection Improvements • Klipmuts Public Transport Interchange <p>Solid Waste</p> <ul style="list-style-type: none"> • Major Drop-offs : Construction-Franschhoek <p>Water Services</p> <ul style="list-style-type: none"> • Extension of WWTW: Stellenbosch • Relocation/ Upgrading main Water Supply line: Idas Valley Storage Dams • Bulk Sewer Outfall: Jamestown • Bulk water supply Pipe Reservoir: Dwarsriver (Johannesdal/Kylemore/Pniel) • New Plankenburg: Main Sewer Outfall • Water Treatment Works: Paradyskloof • Waterpipe Replacement • Idas Valley Merriman Outfall Sewer <p>Sports Fields</p> <ul style="list-style-type: none"> • Upgrade of Sport Facilities • Information Technology • Upgrade and Expansion of IT Infrastructure Platforms Human

STRATEGIC FOCUS AREAS	PREDETERMINED OBJECTIVES	PROGRAMS
		Settlements <ul style="list-style-type: none"> • New Community Halls Klapmuts • Housing Project Kayamandi Watergang/ Zone O
	1.4 To ensure the provision of non-motorised transport routes as a functional mode of transport	<ol style="list-style-type: none"> 1. Construction and upgrading of pedestrian and cycle Paths. 2. Develop Specific Non-Motorised Transport routes according to needs. 3. Design, construct and upgrade Cycle paths. 4. Design and construct Bicycle parking facilities. 5. Construct Bus and Taxi shelters.
STRATEGIC FOCUS AREA 2: A GREEN AND SUSTAINABLE VALLEY	2.1 Managing human use of the biosphere and its resources	<ol style="list-style-type: none"> 1. Conserve natural resources, biodiversity and landscapes. 2. Encourage the use of materials obtained from sustainable sources in new development and in the design of buildings. 3. Facilitate the use of green energy. 4. Minimise the use of the four generic resources, namely energy, water, land and materials. 5. Maximise the re-use and/or recycling of resources. 6. Use renewable resources in preference to non-renewable resources. 7. Minimise air, land and water pollution.
	2.2 Enhancing the integrity of the environment as an imperative for long-term sustainability.	<ol style="list-style-type: none"> 1. Maintain essential ecological processes, preservation of genetic diversity and the insurance of the sustainable utilisation of natural resources. 2. Plan and design the cultural (human) environment in a manner that enhances the intrinsic value (including heritage and traditional legacy) of the subject places and Stellenbosch Municipality as a whole.
	2.3 Incorporating bio-diversity into the environment as an imperative for long-term sustainability.	<ol style="list-style-type: none"> 1. Biodiversity conservation is a prerequisite for sustainable development, and for biodiversity conservation to succeed, the maintenance of environmental integrity (as defined by ecological, economic and social criteria) must be one of the primary determinants of land-use planning
	2.4 Ensuring spatial sustainability.	<ol style="list-style-type: none"> 1. Promote land development that is within the environmental, fiscal, institutional and administrative means of Stellenbosch Municipality. 2. Ensure that special consideration is given to the protection of high-potential farm land.

STRATEGIC FOCUS AREAS	PREDETERMINED OBJECTIVES	PROGRAMS
		<ol style="list-style-type: none"> Uphold consistency of land-use measures in accordance with environmental requirements and associated management instruments. Limit urban development to locations where such development can be sustainable, where urban sprawl can be limited, and where such development can result in sustainable communities. Implement strategies to ensure that any form of development, on balance, improves current circumstances in the subject area.
	2.5 Facilitate efficient use of all forms of capital available to Stellenbosch.	<ol style="list-style-type: none"> Implement plans to ensure that development optimizes the use of existing resources and infrastructure (i.e. monetary capital, environmental capital and infrastructural capital) and that such development result in beneficial synergies and multipliers in the local economy.
	2.6 Building Human capacity and ability.	<ol style="list-style-type: none"> Promote Cooperative skills development: Encourage Full involvement of stakeholders:
	2.7 Efficient information management (refer to Environmental Management Framework)	<ol style="list-style-type: none"> Develop and implement a biodiversity register.
<u>STRATEGIC FOCUS AREA 3:</u> A SAFE VALLEY	3.1 To implement an integrated safety strategy to incorporate multi-stakeholder engagements and to focus on institutional, situational and social crime prevention interventions.	<ol style="list-style-type: none"> Identify and develop a safety network database. Allocation of roles and responsibilities to stakeholders. Sign MOUs with SAPS to extent municipal law enforcement security cluster. Perform ward based risks assessments.
	3.2 To develop and implement Institutional Crime prevention strategies, with the focus on improved law enforcement and neighbourhood watches.	<ol style="list-style-type: none"> Build the capacity of safety stakeholders. Register neighbourhood watches in all wards. Perform joint planning initiatives to promote safety in all wards.
	3.3 To develop and implement Situational Crime prevention strategies	<ol style="list-style-type: none"> Identify and map crime hot spots. Convert crime hot spots into safe spaces by addressing the cause of crime in the identified hot spots. Introduce appropriate technology and extent Close Circuit Television coverage to all wards.
	3.4 To implement and facilitate social crime prevention initiatives in all wards	<ol style="list-style-type: none"> Provide support to Early Childhood Development centres. Develop, facilitate and implement youth

STRATEGIC FOCUS AREAS	PREDETERMINED OBJECTIVES	PROGRAMS
		<p>programs in partnership with public and private institutions.</p> <p>3. Develop, facilitate and implement entrepreneurial programs.</p>
STRATEGIC FOCUS AREA 4: DIGNIFIED LIVING	4.1 To develop and maintain sustainable human settlements that will provide in the diverse range of housing needs	<p>1. Develop and implement a housing pipeline.</p> <p>2. Implement upgrading of informal settlements program</p> <p>3. Integrated Residential development program.</p> <p>4. Social Housing program</p> <p>5. Community Residential Units.</p>
	4.2 To develop and implement a social infrastructure master plan for the upgrading and maintenance of social facilities in all wards.	<p>1. Identify and map all current social infrastructure.</p> <p>2. Identify and upgrade facilities for multi-purpose usage.</p> <p>3. Identify areas to establish new facilities for sport and recreation facilities.</p>
	4.3 To involve and build the capacity of stakeholders in the planning and management (governance) of the areas where they live. (Promote participatory planning and integrated implementation)	<p>1. Conduct community meetings, project steering committee meetings, beneficiary community meetings, housing consumer education sessions.</p>
	4.4 To provide access to basic services for households in the WC024 area.	<p>1. Implement the access to basic services program Provision of communal water points.</p> <p>2. Provision of communal ablution facilities</p> <p>3. Provision of chemical toilets. Provision of basic waste removal services.</p>
STRATEGIC FOCUS AREA 5: GOOD GOVERNANCE AND COMPLIANCE	5.1 To develop, align and implement effective Management Information Systems.	<p>1. Align and integrate current Management Information systems. Implement MSCOA requirements on Information Systems.</p>
	5.2 An effective asset management system to optimize the use of municipal assets.	<p>1. Update and implement the asset management policy Establish an asset management section as part of the organisation structure.</p>
	5.3 To manage integrated development planning and the efficient measurement of predetermined objectives as per regulatory framework.	<p>1. Implement the performance management plan.</p>
	5.4 To involve the community in the planning and management of programmes and projects that affect them in partnership with the municipality	<p>1. Improve ward planning by the introduction of geo-mapping to ward committees</p>

STRATEGIC FOCUS AREAS	PREDETERMINED OBJECTIVES	PROGRAMS
	5.5 To review municipal governance processes as per the Risk Based Audit Plan	1. Implement annually actions listed in the relevant risk based audit plan.
	5.6 A skilled and capable workforce that supports the growth objectives of the municipal area	1. Organisational design 2. Implement the workplace skills plan.
	5.7 A responsive and, accountable, effective and efficient local government system	1. Monthly compliance reporting to Council committees and other relevant oversight bodies. 2. Implementation of Municipal Standard Chart of Accounts.
	5.8 To implement an effective revenue management system.	1. Organisational Restructuring to improve revenue management. 2. Effective billing systems. 3. Effective credit control and debt collection processes.
	5.9 To provide accurate and relevant financial information for decision making.	1. Implement the Municipal Standard Chart of Accounts.
	5.10 To develop and implement a responsive, accountable, effective and efficient customer care structure and system.	1. Organisational restructuring to implement a centralised and integrated customer care system.

CHAPTER NINE:

FINANCIAL PLAN

To achieve delivery on the fourth generation IDP strategic focus areas and objectives, it is essential to align the municipal budget with the strategy. The sections below expand on aspects of the Stellenbosch Municipality's medium-term financial planning and the extent to which it is possible to align the budget to all the priorities of the wards, given our financial constraints and the need to concentrate on basic service delivery.

9.1 INTRODUCTION

The long-term financial viability of municipalities depends largely on

- the extent to which improved and sustainable revenue capacity can be achieved; and
- the sound financial management of its resources.

These imperatives necessitate proper multi-year financial planning. Future impacts of revenue and expenditure streams and the financial implications for the community (i.e. the potential influence on rates, tariffs and service charges) must be identified and assessed to determine the sustainability of planned interventions, programmes, projects and sundry service delivery actions.

9.2 CAPITAL AND OPERATING BUDGET ESTIMATES

9.2.1 Budget assumptions

The selected key assumptions relating to this budget are as follows:

- Government grants for the years 2017/2018 to 2019/2020 are as per the Division of Revenue Act and Provincial Gazette (capital and operational).
- The inflation rate has been estimated at 6.4% for 2017/2018.
- An increase of 10.4% salary is provided for in the budget
- Increases for the purchase of electricity and water have been estimated at an average of 0.33% and 6% respectively.
- Trading services: water and electricity tariffs increases with 7% and 1.88% respectively.
- Economic services: sewerage and refuse tariffs increase with 9% and 9% respectively.
- Property Rates decrease as follows as a result of the implementation the new General Valuation from 01 July 2017:

Property Rates: Residential	-24.67%
Property Rates: Agricultural	-24.30%
Property Rates: Business	-17.28%

9.2.2 Operating budget estimates

A municipality is a non-profit organisation and it should break even after contributing to the different funds and reserves and meeting normal operating expenses. With the structuring of rates and tariffs both the user-pay principal and full cost recovery are applied. However reliance is placed on economic and trading services to fund the "Rate- and General Services".

TABLE 13: Operating Budget estimates

*It should be noted that the surplus is calculated in terms of the accrual principle and therefore is not 100% cash-backed.

	(Previous) 2015/2016 Actuals	(Current) 2016/2017 Budget	Year 1 2017/2018 Budget	Year 2 2018/2019 Budget	Year 3 2019/2020 Budget
Revenue Sources					
Property Rates	270 378 663	288 275 033	313 009 130	331 789 680	351 697 050
Electricity	466 637 278	476 092 465	496 336 460	526 494 800	559 523 320
Water	141 997 594	128 206 283	143 043 290	153 054 780	163 767 180
Sewerage	77 121 275	79 409 057	88 676 812	96 657 724	105 356 917
Refuse	44 718 654	42 012 720	46 350 734	50 522 293	55 069 300
Rental of facilities	16 790 833	14 886 249	17 993 960	19 073 650	20 218 069
Fines	90 712 510	92 030 972	97 064 330	99 741 940	103 491 230
Licences and Permits	7 238 690	8 099 750	9 413 460	10 072 400	10 777 480
Operational and Capital	227 268 132	250 705 034	188 479 000	220 561 000	235 997 000
Sundry Income	68 302 766	92 927 530	78 747 130	76 061 370	74 064 680
Operating Revenue	1 411 166 395	1 472 645 093	1 479 114 306	1 584 029 637	1 679 962 226
Operating Expenditure					
Employee related cost	350 841 519	406 477 815	479 848 138	525 433 712	575 349 911
Remuneration	15 844 246	17 026 814	17 292 583	18 157 212	19 065 073
Depreciation	149 052 990	165 199 810	168 339 341	171 969 526	175 685 468
Finance Charges	22 713 525	20 221 544	28 621 545	40 821 545	42 821 545
Bulk Purchases	323 733 997	344 316 751	346 142 560	366 911 114	388 925 781
Contracted Services	15 111 835	17 384 476	191 454 586	199 112 771	207 077 283
Repairs and	54 657 830	91 422 859	95 459 403	99 277 776	103 248 490
Other Expenditure	329 539 582	388 795 293	150 583 069	158 468 618	166 812 052
Operating Expenditure	1 261 495 524	1 450 845 362	1 477 741 225	1 580 152 274	1 678 985 603
Surplus/(Deficit)	149 670 871	21 799 731	1 373 081	3 877 363	976 623
Appropriations		- 21 799 731	- 1 373 081	- 3 877 363	- 976 623
Surplus/(Deficit)-Year	149 670 871				

Capital budget estimates

TABLE 14: Capital budget estimates

	(Previous) 2015/2016 Actuals	(Current) 2016/2017 Budget	Year 1 2017/2018 Budget	Year 2 2018/2019 Budget	Year 3 2019/2020 Budget
Funding Sources					
Capital Replacement	152 933 934	351 029 062	170 519 510	158 112 295	149 419 950
Grants Provincial	16 382 590	20 421 000	12 543 000	29 100 000	18 100 000
Grants National	86 977 035	80 106 000	47 594 000	52 302 000	59 353 000
External Loans	92 567 447		160 000 000	80 000 000	
Other		13 174 320			
Total Funding Sources	348 861 006	464 730 382	390 656 510	319 514 295	226 872 950
Expenditure					
Municipal Manager	36 051	35 000	35 000	35 000	35 000
Planning & Development	1 315 413	3 332 732	5 393 000	2 335 000	250 000
Human Settlements	27 822 003	47 823 520	32 872 000	47 400 000	25 590 000
Community and Protection Services	14 904 068	32 043 184	19 023 700	13 780 300	10 382 950
Engineering Services	298 563 703	368 920 919	323 462 810	248 713 995	184 065 000
Strategic & Corporate Services	4 931 170	12 045 178	8 000 000	7 100 000	6 400 000
Financial Services	1 288 598	529 850	1 870 000	150 000	150 000
Capital Expenditure	348 861 006	464 730 382	390 656 510	319 514 295	226 872 950

9.3 FINANCIAL MANAGEMENT ARRANGEMENTS

For the effective and efficient financial management of the municipality, all role-players, inclusive of the municipal councillors, must provide an environment conducive to good management. Local government legislation and National Treasury circulars articulate and provide regulatory structure. Council and officials define this environment by developing and accepting policy guidelines to govern financial decision-making and fiscal discipline.

The management arrangements of Stellenbosch Municipality are reflected in the policy documents listed below in **Table 15**:

TABLE 15: Management Arrangements

Document	Purpose	Status
Delegation Register	<ul style="list-style-type: none"> To provide for administrative, managerial and institutional arrangements in respect of the delegation of responsibilities. 	In place
Acting Allowance Policy	<ul style="list-style-type: none"> To provide a uniform legal standard to regulate the appointment of staff in acting positions. To address the issue of appointing staff in acting positions and the payment of an acting allowance when applicable. 	In Place
Credit Control and Debt Collection Policy	<ul style="list-style-type: none"> To establish consolidated, sound and practically executable credit control measures to be applied in respect of all property owners and consumers. To regulate the actions pertaining to arrear accounts, including extensions granted, written arrangements to pay-off arrears, the monitoring thereof and legal actions associated with unpaid accounts 	In place
Indigent Policy	<ul style="list-style-type: none"> To subsidise indigent households with a specified level of income enabling them to pay for a basic package of municipal service. 	In place
Irrecoverable Debt Policy	<ul style="list-style-type: none"> To provide a framework for the writing off of irrecoverable debt, in order to ensure that Council is in a position where it is not carrying debt that has prescribed or which is irrecoverable on its books. 	In place
Tariff Policy	<ul style="list-style-type: none"> To provide a framework to determine rates and tariffs to finance expenditure. 	In place
Rates Policy	<ul style="list-style-type: none"> To ensure that all the stipulation of the Municipal Property Rates Act are effected administratively and also lay-out and stipulate all the requirements for rebates for all qualifying property owners. 	In place
Special Rating Areas Policy	<ul style="list-style-type: none"> To strike an appropriate balance between facilitating self/funded community initiatives that aim to improve and/or upgrade neighbourhoods. 	In place
Supply Chain Management Policy	<ul style="list-style-type: none"> To provide a system of procurement that gives effect to the principles of: <ul style="list-style-type: none"> fairness equity transparency competitiveness cost effectiveness 	In place
Asset Management Policy	<ul style="list-style-type: none"> To ensure that all aspects of assets from requisition to disposal are met 	In place

Document	Purpose	Status
Budget Implementation and Monitoring Policy	<ul style="list-style-type: none"> Sets out the budgeting principles which Stellenbosch Municipality will follow in preparing each annual budget. To give effect to the requirements and stipulations of the Municipal Finance Management Act (MFMA) and Municipal Budget and Reporting Framework in terms of the planning, preparation and approval of the annual and adjustments budgets. To explain the framework for virementations 	In place
Borrowing, Funding and Reserves Policy	<ul style="list-style-type: none"> To provide a framework to ensure that the annual budget of Stellenbosch Municipality is fully funded and that all funds and reserves are maintained at the required level to avoid future year non-cash-backed liabilities. To give effect to the requirements and stipulations of the Municipal Finance Management Act and Municipal Budget and Reporting Framework. To establish a borrowing framework policy for the Municipality and set out the objectives, policies, statutory requirements and guidelines for the borrowing of funds 	In place
Cash Management and Investment Policy	<ul style="list-style-type: none"> To regulate and provide directives in respect of the investment of funds and to maximize returns from authorized investments, consistent with the primary objective of minimizing risk. 	In place
Travel and Subsistence Policy	<ul style="list-style-type: none"> To set out the basis for the payment of subsistence, travel allowance, hourly rate when applicable for the purpose of official travelling. 	In place
Accounting Policy	<ul style="list-style-type: none"> To provide the accounting framework applicable to the finances of the municipality and is informed by the Municipal Finance Management Act (Act no 56 of 2003). 	In place
Grant-in-aid Policy	<ul style="list-style-type: none"> To provide the framework for grants-in-aid to NGOs, CBOs or NPOs and bodies that are used by government as an agency to serve the poor, marginalised or otherwise vulnerable as envisaged by Sections 12 and 67 of the MFMA 	In place
Development Contributions for Bulk Engineering Services	<ul style="list-style-type: none"> Local government has the discretionary power when granting development approvals to impose conditions in relation to the provision of engineering services and the payment of money that is directly related to requirements resulting from those approvals in respect of the provision of the necessary services to the land to be developed. To provide the framework for the calculation of these contributions 	In place
Petty Cash Policy	<ul style="list-style-type: none"> To stipulate clear processes and procedures to ensure that all transactions are processed effectively and efficiently in a bid to ensure prudent financial control. All purchases below R2 000 are regulated by this policy. 	In place
Asset Management Policy	<ul style="list-style-type: none"> The Municipal Manager as Accounting Officer of municipal funds, assets and liabilities is responsible for the effective implementation of the asset management policy which regulates the acquisition, safeguarding, 	In place
Liquidity Policy	<ul style="list-style-type: none"> The documented policy sets out the minimum risk management measures that Stellenbosch Municipality has to implement and adhere to in order to ensure that its current and future liquidity position is managed in a prudent manner. 	In place
Virementation Policy	<ul style="list-style-type: none"> The policy sets out the Virement principles and processes which the Stellenbosch Municipality will follow during a financial year. These virements will represent a flexible mechanism to effect budgetary amendments within a municipal financial year. 	In place

9.4 FINANCIAL STRATEGIES AND PROGRAMMES

The optimal use of available resources, the maximum raising of revenue and the sustainable delivery of services are the key elements to a successful financial strategy. The Municipality has developed and implemented various strategies in this regard. **Table 16** summarises the key strategies:

Table 16: Key strategies

Strategy	Currently In Place
Revenue raising strategies	<ul style="list-style-type: none"> • Extending of the pre-paid electricity meters programme • Bringing pre-payment meter vending points within close proximity of all consumers • Ensuring optimal billing for services rendered and cash collection • Ensuring effective credit control and debt collection • In the structuring of tariffs, continuing with the user-pay principle and full cost recovery • Revaluating of all properties as per the Municipal Property Rates Act, at market-related values • Outsourcing of pay-point facilities
Asset management strategies	<ul style="list-style-type: none"> • Completed process of unbundling all infrastructure assets and compiling a new improved asset register • Conducting audits on all moveable assets of the organisation • Improving the over-all management of fixed property
Financial management strategies	<ul style="list-style-type: none"> • Continuing cash flow management • Outsourcing of pay-point facilities • Implementing of liquidity policy and the relevant monitoring tool
Capital financing strategies	<ul style="list-style-type: none"> • Continuing sustainable use of Own Financial Sources (CRR) • Using of bulk service contributions to fund extensions • Accessing national and provincial funding through proper requests, business plans and motivations • Leveraging of private finance
Operational financing strategies	<ul style="list-style-type: none"> • Introducing free basic services within the limits of affordability • Implementing of proper tariff structures for all the services • Ensuring that Economic and Trading Services are cost-reflective
Strategies that would enhance cost- effectiveness	<ul style="list-style-type: none"> • Investigating possibilities for utilising new technology to save costs • Implementing new systems/equipment acquired to address capacity shortages • Implementing electronic bank reconciliation

9.5 MEDIUM-TERM CAPITAL EXPENDITURE PER STRATEGIC GOAL

The proposed capital expenditure per strategic focus area over the medium term is illustrated in **Table 17** below:

TABLE 17: Capital Expenditure per Strategic Focus Area

Strategic Goal	2017/2018	2018/2019	2019/2020
Green and Sustainable Valley	9 766 000	12 250 000	13 350 000
Valley of Possibility	271 151 647	182 813 995	112 815 000
Dignified Living	80 842 863	111 400 300	90 852 950
Safe Valley	6 900 000	3 750 000	2 000 000
Good Governance and Compliance	21 996 000	9 300 000	7 855 000
Total Capital Expenditure	390 656 510	319 514 295	226 872 950

Capital Expenditure for 2017 - 2018 per Strategic Focus Area

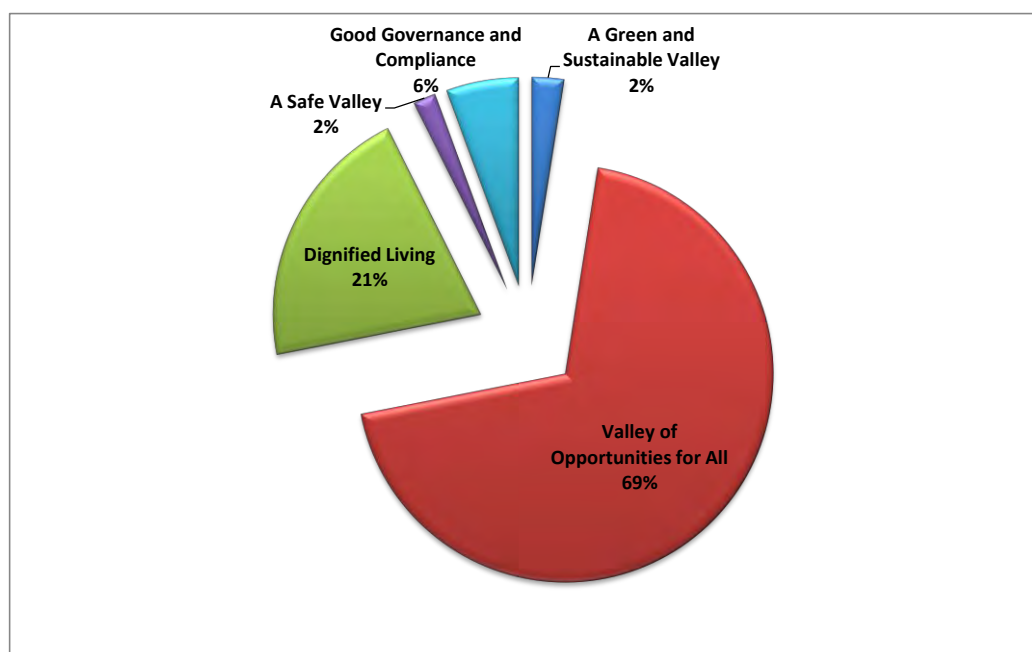


FIGURE 8: Capital Expenditure per SFA

9.6 MEDIUM-TERM OPERATIONAL EXPENDITURE

The proposed Operational Expenditure per Strategic Focus Area over the medium term is illustrated in the table below.

TABLE 18: Operational Expenditure per SFA

Operational Expenditure	2017/2018	2018/2019	2019/2020
Green and Sustainable Valley	49 530 661	52 941 302	56 624 556
Valley of Possibility	42 598 384	45 964 188	49 621 934
Dignified Living	920 151 397	982 585 970	1 038 180 767
Safe Valley	212 020 367	226 907 438	242 966 550
Good Governance and Compliance	253 440 416	271 753 376	291 591 796

9.7 MEDIUM-TERM OPERATIONAL REVENUE

The proposed Operational Revenue per Strategic Focus Area over the medium term is illustrated in the table below.

TABLE 19: Operational Revenue per SFA

Operational Revenue	2017/2018	2018/2019	2019/2020
Green and Sustainable Valley	767 300	814 330	865 053
Valley of Possibility	5 013 760	205 390	217 713
Dignified Living	999 907 466	1 091 942 267	1 165 920 307
Safe Valley	113 026 970	116 733 800	117 296 740
Good Governance and Compliance	360 398 810	374 333 850	395 662 413

9.8 CAPITAL BUDGET 2017/20

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
MUNICIPAL MANAGER					
Furniture, Tools & Equipment	Office of the Municipal Manager	Good Governance and Compliance	35,000	35,000	35,000
			35,000	35,000	35,000
PLANNING AND DEVELOPMENT					
Night Shelter Facilities	Community Development	Dignified Living	-	-	120,000
Furniture Tools and Equipment	Community Development	Good Governance and Compliance	63,000	15,000	30,000
ECD Facilities	Community Development	Dignified Living	-	-	100,000
Local Economic Development Hubs	Local Economic Development	Valley of Possibility	1,000,000	1,000,000	-
Upgrading of the Kayamandi Economic Tourism Corridor	Local Economic Development	Valley of Possibility	1,500,000	-	-
Establishment of Informal Trading Sites: Klapmuts	Local Economic Development	Valley of Possibility	100,000	800,000	-
Establishment of informal trading markets Cloetesville	Local Economic Development	Valley of Possibility	700,000	-	-
Establishment of Informal Trading Sites: Groendal	Local Economic Development	Valley of Possibility	70,000	500,000	-

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Establishment of Informal Trading Sites: George Blake Street	Local Economic Development	Valley of Possibility	500,000	-	-
Vehicles	Local Economic Development	Good Governance and Compliance	250,000	-	-
Furniture tools and equipment	Local Economic Development	Good Governance and Compliance	73,000	-	-
eBikes for EDP	Planning and Development	Valley of Possibility	112,000	-	-
Furniture, Tools and Equipment	Planning and Development	Good Governance and Compliance	20,000	20,000	-
Purchase of Land- Cemeteries	Spatial Planning, Heritage & Environment	Dignified Living	900,000	-	-
Sound Level Meter and Calibrator	Spatial Planning, Heritage & Environment	Valley of Possibility	105,000	-	-
			5,393,000	2,335,000	250,000

HUMAN SETTLEMENTS AND PROPERTY MANAGEMENT

Flats: Terrain Improvements Kayamandi	Property Management	Dignified Living	-	-	600,000
Furniture, Tools and Equipment: Housing Administration	Housing Admin	Good Governance and Compliance	30,000	20,000	-
Computer - Hardware/Equipment: Human Settlements & Property	Human Settlements	Good Governance and Compliance	25,000	30,000	-
Furniture,Tools and Equipment: Human Settlements and	Human Settlements	Good Governance and Compliance			

Project Name		Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Property				20,000	20,000	-
Basic Improvements: Langrug	Informal Settlements	Dignified Living		1,900,000	3,500,000	800,000
Mountainview - Installation of water and sewer services - Jamestown	Informal Settlements	Dignified Living		2,000,000	500,000	100,000
Enkanini subdivision, consolidation and rezoning	Informal Settlements	Dignified Living		2,000,000	-	-
Enkanini ABS	Informal Settlements	Dignified Living		250,000	250,000	250,000
Langrug ABS	Informal Settlements	Dignified Living		250,000	250,000	250,000
Furniture, Tools and Equipment	Informal Settlements	Good Governance and Compliance		60,000	20,000	20,000
Kylemore	New Housing	Dignified Living		-	508,800	439,600
Klapmuts ABS	Informal Settlements	Dignified Living		100,000	300,000	100,000
Town Centre Stellenbosch (Social Housing)	New Housing	Dignified Living		-	500,000	-
Jamestown: Housing	New Housing	Dignified Living		-	530,400	530,400
Kayamandi: Watergang and Zone O	New Housing	Dignified Living		4,767,000	9,450,000	4,530,000
Kayamandi: Watergang and Zone O	New Housing					

Project Name		Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Klapmuts: Erf 2181 (298 serviced sites)	New Housing	Dignified Living	1,000,000	7,500,000	2,500,000	
Klapmuts: Erf 2181 (298 serviced sites)	New Housing					
Idas Valley (440) IRDP / FLISP	New Housing	Dignified Living	2,000,000	9,010,800	5,000,000	
Longlands Vlottenburg: Housing Internal Services	New Housing	Dignified Living	-	2,000,000	2,000,000	
La Motte Old Forest Station (329 Bng & 122 Bng Units) IRDP	New Housing	Dignified Living	200,000	-	2,000,000	
Smartie Town, Cloetesville	New Housing	Dignified Living	-	4,900,000	-	
Cloetesville IRDP	New Housing	Dignified Living	-	300,000	700,000	
Northern Extension: Feasibility	New Housing	Dignified Living	-	1,000,000	1,000,000	
Housing Projects: General (NEW)	New Housing	Dignified Living	200,000	200,000	500,000	
Furniture, Tools and Equipment	New Housing	Good Governance and Compliance	20,000	20,000	20,000	
New Community Hall Klapmuts	Property Management	Good Governance and Compliance	9,000,000	-	-	
La Motte Clubhouse	Property Management	Dignified Living	100,000	-	-	
Structural Improvement: General	Property Management	Dignified Living	1,500,000	1,000,000	-	

Project Name		Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Groendal Library	Property Management	Dignified Living	2,000,000	-	-	
Kleine Libertas	Property Management	Valley of Possibility	200,000	2,000,000	-	
Structural Upgrade: Heritage Building	Property Management	Valley of Possibility	250,000	250,000	250,000	
Structural Improvement: Beltana	Property Management	Dignified Living	500,000	500,000	500,000	
Upgrading of Lapland: Pipe Works	Property Management	Dignified Living	-	150,000	500,000	
Universal Access: Plein Street Library	Property Management	Valley of Possibility	100,000	-	-	
Revamp: Office Space Main Building	Property Management	Good Governance and Compliance	500,000	-	-	
Van Der Stel Roof Replacement	Property Management	Valley of Possibility	600,000	-	-	
Upgrading Fencing	Property Management	Dignified Living	200,000	200,000	200,000	
Flats: Interior Upgrading	Property Management	Dignified Living	2,000,000	2,000,000	2,000,000	
Flats: Cloetesville Fencing	Property Management	Dignified Living	550,000	-	-	
Structural Upgrading: Community Hall La Motte	Property Management	Valley of Possibility	-	50,000	500,000	
Vehicle Fleet	Property Management	Dignified Living	-			

Project Name		Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
					240,000	-
Fire Department-Complex		Property Management	Dignified Living	250,000	-	-
Furniture Tools and Equipment: Property Management		Property Management	Good Governance and Compliance	200,000	200,000	200,000
Van der Stel: Upgrading of water reticulation system		Property Management	Valley of Possibility	-	-	50,000
Upgrading of Franschhoek Municipal Offices		Property Management	Good Governance and Compliance	100,000	-	-
Beltana: Replacement of Roof - Community Services		Property Management	Dignified Living	-	-	50,000
				32,872,000	47,400,000	25,590,000

COMMUNITY AND PROTECTION SERVICES

Extension of Cemetery Infrastructure	Cemeteries	Dignified Living	500,000	-	-
Cemeteries: Purchase of Specialised Equipment	Cemeteries	Dignified Living	20,000	20,000	-
Events & Fleet: Furniture Tools and Equipment	Events & Fleet	Good Governance and Compliance	50,000	20,000	-
Upgrading of Stellenbosch Fire Station	Fire and Rescue Services	Safe Valley	1,000,000	500,000	-
Upgrading and or Replacement of Fire Alarm System	Fire and Rescue Services	Safe Valley	1,000,000	-	-

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Rescue equipment	Fire and Rescue Services	Safe Valley	100,000	100,000	300,000
Safeguarding of premises	Fire and Rescue Services	Safe Valley	100,000	100,000	100,000
Replacement of Extention Ladders	Fire and Rescue Services	Safe Valley	250,000	-	-
Fire Services JoC	Fire and Rescue Services	Safe Valley	800,000	-	-
Rescue Equipment	Fire and Rescue Services	Safe Valley	100,000	100,000	100,000
Safeguarding of Premises	Fire and Rescue Services	Safe Valley	100,000	100,000	-
Law Enforcement Tools and Equipment	Law Enforcement and Security	Safe Valley	500,000	500,000	350,000
Install and Upgrade CCTV Cameras In WC024	Law Enforcement and Security	Safe Valley	1,000,000	500,000	500,000
Law Enforcement: Vehicle Fleet	Law Enforcement and Security	Safe Valley	500,000	500,000	-
Install Computerized Access Security Systems and CCTV Cameras At Municipal Buildings	Law Enforcement and Security	Safe Valley	300,000	300,000	300,000
Security Upgrades	Law Enforcement and Security	Safe Valley	200,000	200,000	200,000
Furniture Tools and Equipment	Law Enforcement and Security	Good Governance and Compliance	75,000	75,000	-
Upgrading: Pniel Library	Libraries	Dignified Living		-	

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
			400,000		-
Library Books	Libraries	Dignified Living	140,000	145,000	-
Franschhoek: Furniture Tools and Equipment	Libraries	Good Governance and Compliance	80,000	60,000	-
Upgrading: Kayamandi Library	Libraries	Dignified Living	60,000	60,000	-
Upgrading: Cloetesville Library	Libraries	Dignified Living	60,000	60,000	-
Upgrading: Idas Valley Library	Libraries	Dignified Living	100,000	-	-
Cloetesville: Furniture, Tools and Equipment	Libraries	Good Governance and Compliance	20,000	15,000	-
Pniel: Furniture, Tools and Equipment	Libraries	Good Governance and Compliance	5,000	-	-
Papegaaiberg Nature Reserve	Nature Conservation	Valley of Possibility	450,000	450,000	450,000
Idas Valley Dam: Adventure Tourism	Nature Conservation	Valley of Possibility	450,000	450,000	450,000
Berg River Dam: Adventure Tourism	Nature Conservation	Valley of Possibility	450,000	450,000	450,000
Purchase of Specialised Equipment	Parks, Rivers & Area Cleaning	Green and Sustainable Valley	50,000	50,000	-
Furniture, Tools and Equipment	Parks, Rivers & Area Cleaning	Green and Sustainable Valley	50,000	50,000	-

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Upgrade of Sport Facilities	Sports Grounds and Picnic Sites	Dignified Living	5,453,700	5,745,300	6,052,950
Skate Board Park: CBD	Sports Grounds and Picnic Sites	Valley of Possibility	750,000	-	-
Building Ablution Facilities: Lanquedoc Sports grounds	Sports Grounds and Picnic Sites	Dignified Living	350,000	-	-
Sight Screens/Pitch Covers Sports Grounds	Sports Grounds and Picnic Sites	Dignified Living	150,000	150,000	-
Borehole: Rural Sportsgrounds	Sports Grounds and Picnic Sites	Dignified Living	300,000	300,000	-
Re-Surface of Netball/Tennis Courts	Sports Grounds and Picnic Sites	Dignified Living	200,000	200,000	-
Sport: Community Services Special Equipment	Sports Grounds and Picnic Sites	Dignified Living	150,000	200,000	-
Recreational Equipment Sport	Sports Grounds and Picnic Sites	Dignified Living	30,000	30,000	30,000
Upgrade of Irrigation System	Sports Grounds and Picnic Sites	Dignified Living	100,000	100,000	100,000
Replacement of Patrol Vehicles	Traffic Services	Safe Valley	500,000	600,000	-
Upgrading Drivers License Testing Centre	Traffic Services	Safe Valley	300,000	-	-
Furniture, Tools & Equipment	Traffic Services	Safe Valley	120,000	120,000	120,000
Mobile Radios	Traffic Services	Safe Valley	-		

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
				100,000	-
Alcohol Screeners	Traffic Services	Safe Valley	30,000	30,000	30,000
Urban Greening: Beautification: Main Routes and Tourist Routes	Urban Greening	Green and Sustainable Valley	150,000	150,000	150,000
Nature Conservation and Environmental: FTE	Urban Greening	Green and Sustainable Valley	50,000	50,000	-
Furniture, Tools and Equipment	Urban Greening	Green and Sustainable Valley	80,000	50,000	-
Purchase of Specialised Vehicles	Parks, Rivers & Area Cleaning	Green and Sustainable Valley	700,000	450,000	-
Upgrading of Parks (CP3 create project)	Parks, Rivers & Area Cleaning	Green and Sustainable Valley	700,000	700,000	700,000
			19,023,700	13,780,300	10,382,950
STRATEGIC AND CORPORATE SERVICES					
Ward Capital Projects	Strategic and Corporate Services: General	Good Governance and Compliance	4,400,000	4,400,000	4,400,000
Upgrade and Expansion of IT Infrastructure Platforms	Information and Communication Technology	Good Governance and Compliance	2,000,000	1,300,000	1,300,000
Purchase and Replacement of Computer/software and Peripheral devices	Information and Communication Technology	Good Governance and Compliance	800,000	600,000	600,000
Public WI-FI Network	Information and Communication Technology	Good Governance and Compliance	700,000	700,000	-

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Furniture Tools and Equipment	Strategic and Corporate Services: General	Good Governance and Compliance	100,000	100,000	100,000
			8,000,000	7,100,000	6,400,000
ENGINEERING SERVICES					
Energy Efficiency and Demand Side Management	Electricity	Green and Sustainable Valley	7,236,000	10,000,000	12,000,000
Golf - Technopark 11kv cable	Electricity	Dignified Living	-	-	18,000,000
Integrated National Electrification Programme	Electricity	Dignified Living	4,000,000	4,000,000	7,000,000
Network Cable Replace 11 Kv	Electricity	Dignified Living	3,000,000	1,500,000	1,500,000
General Systems Improvements - Stellenbosch	Electricity	Dignified Living	3,200,000	3,500,000	4,000,000
Electricity Network: Pniel	Electricity	Dignified Living	10,300,000	-	-
Franshoek - Hugentoe feeder cables	Electricity	Dignified Living	-	-	8,000,000
Franschoek: New Groendal 2 Sub: Substation building and switchgear	Electricity	Dignified Living	2,000,000	3,000,000	-
Specialized Vehicles	Electricity	Dignified Living	1,500,000	1,500,000	-
System Control Centre & Upgrade Telemetry	Electricity	Good Governance and Compliance	1,500,000	1,500,000	1,000,000

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Paradyskloof & Surrounding Area- Switchgear (11Kv)	Electricity	Dignified Living	-	-	4,000,000
Infrastructure Improvement - Franschoek	Electricity	Dignified Living	1,500,000	2,000,000	-
General System Improvements - Franschoek	Electricity	Dignified Living	1,200,000	1,200,000	1,000,000
Replace Switchgear 66 Kv	Electricity	Dignified Living	1,500,000	1,500,000	-
Vehicle Fleet	Electricity	Dignified Living	600,000	600,000	600,000
Upgrade Groendal feeders	Electricity	Dignified Living	2,732,163	-	-
Franschoek - Cable Network	Electricity	Dignified Living	600,000	700,000	800,000
DSM Geyser Control	Electricity	Green and Sustainable Valley	750,000	750,000	500,000
Replace Control Panels 66 Kv	Electricity	Dignified Living	1,000,000	1,000,000	-
Replace Switchgear - Franschoek	Electricity	Dignified Living	1,000,000	1,000,000	-
Construction and Maintenance Of Municipal Facilities - Franschoek	Electricity	Dignified Living	700,000	500,000	500,000
Replace Ineffective Meters & Energy Balance of mini-substations	Electricity	Dignified Living	400,000	400,000	500,000
Buildings & Facilities Electrical Supply - Stellenbosch	Electricity	Dignified Living			

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
			300,000	500,000	500,000
Meter Panels	Electricity	Dignified Living	350,000	350,000	500,000
Automatic Meter Reader	Electricity	Valley of Possibility	350,000	350,000	350,000
Streetlighting: Wemmershoek Intersection	Electricity	Dignified Living	1,000,000	-	-
Beltana Depot	Electricity	Dignified Living	-	1,000,000	-
Isolators	Electricity	Dignified Living	400,000	400,000	-
Energy Balancing Between Metering and Mini-Substations	Electricity	Dignified Living	250,000	250,000	250,000
Upgrade Engineering Fac feeders	Electricity	Dignified Living	600,000	-	-
Small Capital: Fte Electrical Engineering Services	Electricity	Dignified Living	180,000	200,000	200,000
Replace Busbars 66 Kv	Electricity	Dignified Living	500,000	-	-
Streetlighting: Kylemore Entrance	Electricity	Dignified Living	500,000	-	-
Ad-Hoc Provision of Streetlighting	Electricity	Dignified Living	100,000	150,000	200,000
Jan Marais Upgrade Transformers	Electricity	Dignified Living		18,000,000	

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Data Network	Electricity	Valley of Possibility	1,000,000		
Update of Engineering Infrastructure GIS Data	Engineering Services: General	Valley of Possibility	200,000	200,000	200,000
Scanning and georeferencing of As-Built plans	Engineering Services: General	Valley of Possibility	150,000	-	200,000
Furniture, Tools & Equipment	Engineering Services: General	Valley of Possibility	110,000	110,000	110,000
Longlands Vlotenburg: Infrastructure - Roads and Bridge	Roads and Stormwater	Valley of Possibility	600,000	10,000,000	-
Reconstruction Of Roads - WC024	Roads and Stormwater	Valley of Possibility	2,000,000	2,000,000	4,000,000
Reseal Roads- Franschhoek CBD	Roads and Stormwater	Valley of Possibility	2,000,000	-	2,000,000
Upgrade Gravel Roads - Klapmuts : Section 1	Roads and Stormwater	Valley of Possibility	4,000,000	-	-
Upgrading Banghoek Street	Roads and Stormwater	Valley of Possibility	-	100,000	1,000,000
Upgrade Gravel Roads - Wemmershoek	Roads and Stormwater	Valley of Possibility	-	2,500,000	
Reseal Roads - Kayamandi & Surrounding	Roads and Stormwater	Valley of Possibility	2,500,000	-	-
Upgrade Gravel Roads - Johannesburg, Pniel, Kylemore	Roads and Stormwater	Valley of Possibility	2,500,000	-	-
Reseal Roads - Groendal & Surrounding	Roads and Stormwater	Valley of Possibility		-	

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
			2,500,000		-
Reseal Roads - Cloeteville & Surrounding	Roads and Stormwater	Valley of Possibility	-	-	2,250,000
Reseal Roads - Onderpapegaaï & Surrounding	Roads and Stormwater	Valley of Possibility	-	-	2,250,000
Upgrade Stormwater	Roads and Stormwater	Valley of Possibility	700,000	500,000	1,000,000
Reseal Roads - Brandwacht & Surrounding	Roads and Stormwater	Valley of Possibility	2,000,000	-	-
Reseal Roads - Idasvalley & Surrounding	Roads and Stormwater	Valley of Possibility	-	-	2,000,000
Reseal Roads - Die Boord & Surrounding	Roads and Stormwater	Valley of Possibility	2,000,000	-	-
Reseal Roads - Paradyskloof & Surrounding	Roads and Stormwater	Valley of Possibility	-	-	2,000,000
Sidewalk Implementation	Roads and Stormwater	Valley of Possibility	600,000	600,000	600,000
Reseal Roads - Klipmuts, Raithby, Meerlust, Wemmershoek, Lamotte, Maasdorp	Roads and Stormwater	Valley of Possibility	-	1,750,000	-
Reseal Roads - Johannesburg, Pniel, Lanquedoc	Roads and Stormwater	Valley of Possibility	-	1,750,000	-
Upgrade Gravel Roads- Jamestown	Roads and Stormwater	Valley of Possibility	300,000	500,000	200,000
Furniture, Tools and Equipment : Tr&Stw	Roads and Stormwater	Valley of Possibility	300,000	300,000	300,000

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Update Pavement Management System	Roads and Stormwater	Valley of Possibility	-	-	700,000
River Rehabilitation	Roads and Stormwater	Valley of Possibility	500,000	-	-
Upgrade Roads - Techno Park Access Road	Roads and Stormwater	Valley of Possibility	400,000	-	-
Lanquedoc Access road and Bridge	Roads And Stormwater	Valley of Possibility	600,000	600,000	2,000,000
Upgrade Gravel Roads Lamotte and Franschoek	Roads And Stormwater	Valley of Possibility		2,500,000	2,000,000
153 Extention Of WWTW: Stellenbosch	Sanitation	Valley of Possibility	81,276,712	10,000,000	-
112 New Plankenburg Main Outfall Sewer	Sanitation	Valley of Possibility	23,856,005	26,643,995	-
150 Upgrade of WWTW: Pniel & Decommissioning Of Franschoek	Sanitation	Valley of Possibility	1,000,000	20,000,000	15,000,000
110 Bulk Sewer Outfall: Jamestown	Sanitation	Valley of Possibility	13,500,000	10,000,000	7,000,000
115 Idas Valley Merriman Outfall Sewer	Sanitation	Valley of Possibility	8,000,000	12,000,000	-
151 Upgrade of WWTW: Klipmuts	Sanitation	Valley of Possibility	-	-	11,500,000
114 Sewerpipe Replacement	Sanitation	Valley of Possibility	1,500,000	1,500,000	1,500,000

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
100 New Development Bulk Sewer Supply WC024	Sanitation	Valley of Possibility	2,000,000	1,000,000	1,000,000
120 Specialized vehicle: Jet Machine	Sanitation	Valley of Possibility	3,200,000	-	-
152 Upgrade of WWTW Wemmershoek	Sanitation	Valley of Possibility	3,000,000	-	-
113 Sewer Pumpstation & Telemetry Upgrade	Sanitation	Valley of Possibility	500,000	500,000	500,000
154 Refurbish Plant & Equipment - Raithby WWTW	Sanitation	Valley of Possibility	1,000,000	-	-
111 Sewerpipe Replacement: Dorp Straat	Sanitation	Valley of Possibility	-	-	1,000,000
131 Update Sewer Masterplan and IMQS	Sanitation	Valley of Possibility	250,000	250,000	250,000
160 Furniture, Tools and Equipment	Sanitation	Valley of Possibility	200,000	200,000	200,000
162 Upgrade Auto-Samplers	Sanitation	Valley of Possibility	250,000	250,000	-
Vehicles	Solid Waste Management	Valley of Possibility	2,700,000	2,700,000	-
Major Drop-Offs : Construction - Franschoek	Solid Waste Management	Valley of Possibility	3,000,000	7,000,000	-
Stellenbosch WC024 (MRF/Drop Off) - Construct	Solid Waste Management	Valley of Possibility	3,000,000	6,000,000	6,000,000
Transfer Station: Stellenbosch Planning and Design & Construction	Solid Waste Management	Valley of Possibility			

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
			500,000	500,000	4,000,000
Upgrade Refuse disposal site (Existing Cell)- Rehab	Solid Waste Management	Valley of Possibility	1,500,000	1,000,000	1,000,000
Waste Minimization Projects	Solid Waste Management	Valley of Possibility	500,000	1,000,000	500,000
Landfill Gas To Energy	Solid Waste Management	Valley of Possibility		-	500,000
Waste to Food	Solid Waste Management	Valley of Possibility	400,000	-	-
Skips (5,5Kl)	Solid Waste Management	Valley of Possibility	200,000	150,000	-
Waste Management Software	Solid Waste Management	Valley of Possibility	-	-	200,000
Furniture, Tools and Equipment : Solid Waste	Solid Waste Management	Valley of Possibility	35,000	35,000	35,000
Mini Waste drop-off facilities at inf. Settlements	Solid Waste Management	Valley of Possibility	-	-	100,000
Waste Biofuels	Solid Waste Management	Valley of Possibility	-	-	50,000
Main Road Intersection Improvements: Franschhoek	Traffic Engineering	Valley of Possibility	930,000	1,700,000	1,700,000
Main Road Intersection Improvements: R44 / Merriman Street	Traffic Engineering	Valley of Possibility	2,120,000	250,000	-
Traffic Calming Master Plan: Design - WC024	Traffic Engineering	Valley of Possibility	250,000	250,000	250,000

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Traffic Management Improvement Programme	Traffic Engineering	Valley of Possibility	500,000	500,000	500,000
Traffic Signal Control: Upgrading of Traffic Signals	Traffic Engineering	Valley of Possibility	475,000	450,000	500,000
Pedestrian Crossing Implementation	Traffic Engineering	Valley of Possibility	150,000	100,000	1,000,000
Main Road Intersection Improvements: Franschoek - Design	Traffic Engineering	Valley of Possibility	700,000	200,000	300,000
Traffic Calming Projects: Implementation	Traffic Engineering	Valley of Possibility	150,000	500,000	500,000
Directional Information Signage	Traffic Engineering	Valley of Possibility	750,000	75,000	20,000
Specialized Vehicle	Traffic Engineering	Valley of Possibility	650,000	-	-
Signalisation implementation	Traffic Engineering	Valley of Possibility	225,000	200,000	200,000
Road Transport Safety Master Plan - WC024	Traffic Engineering	Valley of Possibility	200,000	150,000	250,000
Universal Access Implementation	Traffic Engineering	Valley of Possibility	500,000	50,000	50,000
Main Road Intersection Improvements Helshooghte/Lelie St	Traffic Engineering	Valley of Possibility	500,000	-	-
Main Road Intersection Improvements:Pniel / Kylemore	Traffic Engineering	Valley of Possibility	-	400,000	-
Specialised Equipment: Roadmarking Machine + Trailer	Traffic Engineering	Valley of Possibility		-	

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
			300,000		-
Furniture, Tools and Equipment : Traffic Engineering	Traffic Engineering	Valley of Possibility	100,000	100,000	100,000
Asset Management - Implement Traffic Calming Management System	Traffic Engineering	Valley of Possibility	200,000	-	-
Asset Management - Update Roads Signs Management System	Traffic Engineering	Valley of Possibility	100,000	100,000	-
Klapmuts Public Transport Interchange	Transport Planning	Valley of Possibility	5,286,930	-	-
Khayamandi Pedestrian Crossing (R304, River and Railway Line)	Transport Planning	Valley of Possibility	1,000,000	4,000,000	-
Pedestrian and Cycle Paths	Transport Planning	Valley of Possibility	2,000,000	1,000,000	1,000,000
Taxi Rank - Franschhoek	Transport Planning	Valley of Possibility	1,000,000	2,500,000	-
Add Bays To Bergzicht Taxi Rank and Holding Area	Transport Planning	Valley of Possibility	3,000,000	-	-
Taxi Rank - Kayamandi	Transport Planning	Valley of Possibility	500,000	500,000	500,000
Update Roads Master Plan for WC024	Transport Planning	Valley of Possibility	700,000	-	-
Comprehensive Intergrated Transport Master Plan	Transport Planning	Valley of Possibility	600,000	600,000	600,000
Tour Bus Parking Study	Transport Planning	Valley of Possibility	700,000	150,000	150,000

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
Bus and Taxi Shelters	Transport Planning	Valley of Possibility	200,000	250,000	250,000
Bicycle Lockup Facilities	Transport Planning	Valley of Possibility	200,000	200,000	100,000
Annual OLS Revision	Transport Planning	Valley of Possibility	150,000	150,000	200,000
106 Bulk Water Supply Pipe Reservoir: Dwars Rivier (Johannesdal / Kylemore / Pniel)	Water	Valley of Possibility	19,000,000	19,000,000	-
103 Bulk Water Supply Pipeline & Reservoir - Jamestown	Water	Valley of Possibility	1,500,000	1,000,000	19,000,000
120 Waterpipe Replacement	Water	Valley of Possibility	6,000,000	6,000,000	6,000,000
109 Water Treatment Works: Paradyskloof	Water	Valley of Possibility	20,000,000	6,000,000	-
112 New 5 MI Reservoir: Cloetesville	Water	Valley of Possibility	500,000	1,000,000	-
117 Water Conservation & Demand Management	Water	Valley of Possibility	2,000,000	2,000,000	2,000,000
104 Bulk water supply pipe and Reservoir: Kayamandi	Water	Valley of Possibility	12,000,000	1,000,000	-
119 New Developments Bulk Water Supply WC024	Water	Valley of Possibility	2,000,000	2,000,000	2,000,000
105 Bulk water supply Klapmuts	Water	Dignified Living	1,000,000	8,000,000	-
107 Bulk Water Supply Pipe: Idas Valley/Papegaaiberg	Water	Dignified Living	-		

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
				1,000,000	5,000,000
118 Reservoirs and Dam Safety	Water	Dignified Living	1,500,000	1,500,000	1,500,000
123 Upgrade and Replace Water Meters	Water	Dignified Living	1,500,000	1,500,000	1,500,000
108 Water Treatment Works: Idasvalley	Water	Dignified Living	1,000,000	1,000,000	1,000,000
124 Vehicles	Water	Dignified Living	1,000,000	1,000,000	1,000,000
115 Storage Dam and Reservoir Upgrade	Water	Dignified Living	1,000,000	1,000,000	1,000,000
116 Chlorination Installation: Upgrade	Water	Dignified Living	500,000	500,000	500,000
121 Water Telemetry Upgrade	Water	Dignified Living	500,000	500,000	500,000
New Reservoir: Polkadraai	Water	Dignified Living	1,000,000	-	-
Provision of Services Jonkershoek: Planning	Water	Dignified Living	1,000,000	-	-
125 Update Water Masterplan and IMQS	Water	Dignified Living	250,000	250,000	250,000
113 New 1 ML Raithby Reservoir Planning & Design	Water	Dignified Living	400,000	-	-
122 Furniture, Tools and Equipment : Reticulation	Water	Dignified Living	100,000	100,000	100,000

Project Name	Department	Strategic Objectives	Proposed Budget 2017/2018	Proposed Budget 2018/2019	Proposed Budget 2019/2020
			323,462,810	248,713,995	184,065,000
FINANCIAL SERVICES					
Furniture, Tools & Equipment	Financial Services: General	Good Governance and Compliance	150,000	150,000	150,000
Upgrading of Municipal Stores	Financial Services: General	Good Governance and Compliance	1,500,000	-	-
Vehicle Fleet	Financial Services: General	Good Governance and Compliance	220,000	-	-
			1,870,000	150,000	150,000

CHAPTER TEN: IDP IMPLEMENTATION, MONITORING AND REVIEW

10.1. DETAILED SERVICE DELIVERY PLANS

Parallel with the completion of the fourth generation IDP revision, work has commenced to prepare the SDBIPs for the 2017/18 budget years for the various functional areas and directorates of the Municipality. The SDBIP will unpack the IDP strategic focus areas and predetermined objectives into more detailed programmes, projects, budgets, and performance targets and measurement criteria.

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) projections for each month of-
 - (i) revenue to be collected, by source; and*
 - (ii) operational and capital expenditure, by vote;**
- (b) service delivery targets and performance indicators for each quarter*

The Service Delivery and Budget Implementation Plan (SDBIP) is an implementation plan of the approved Integrated Development Plan (IDP) and Medium Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

The format of the Service Delivery Budget Implementation Plan (SDBIP) is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of the said Circular Number 13 the Service Delivery Budget Implementation Plan (SDBIP) must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the Service Delivery Budget Implementation Plan (SDBIP) to include, inter alia, the following:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

MFMA Circular No. 13

The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

In accordance with Section 53 of the MFMA, the mayor of a municipality must-

“(1)(c)(ii) take all reasonable steps to ensure that the municipality’s service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget

(1)(c)(iii)(bb) that the annual performance agreements as required in terms of Section 57(1)(b) of the MSA for the municipal manager and all senior managers are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.”

High Level SDBIP Targets and Indicators

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13.

The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorate are responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports required by the MFMA. The report then allows the Council to monitor the implementation of service delivery programs and initiatives across the Municipality's boundaries.

Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month. Reporting must include the following:

- i. Actual revenue, per source;
- ii. Actual borrowings;
- iii. Actual expenditure, per vote;
- iv. Actual capital expenditure, per vote;
- v. The amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- a) Any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;
- b) Any material variances from the service delivery and budget implementation plan; and
- c) Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain with the municipality's approved budget.

Quarterly Reporting

Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

Mid-year Reporting

- Section 72 of the Local Government: Municipal Finance Management Act, Act No. 5 of 2003, determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan. The section 72 report must include the following:
- the monthly statements submitted in terms of section 71 for the first half of the financial year;
- the municipality's service delivery performance, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan; and
- the past year's annual report, and progress on resolving problems identified in the annual report (s72);
- performance of service providers;
- make recommendations as to whether an adjustments budget is necessary (s72); and
- recommend revised projections for revenue and expenditure to the extent that this may be necessary (s72).

MONITORING AND THE ADJUSTMENTS BUDGET PROCESS

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections. The Executive Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended. The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

In accordance with the Stellenbosch Municipality's approved **Performance Management Policy Framework**, KPI's can only be adjusted after the mid-year assessment and/or after the adjustments budget has been approved. KPI's should be adjusted to be aligned with the adjustment estimate and the reason for the change in KPI's should be documented in a report to the Executive Mayor for approval.

Additional KPI's can be added during the year with the approval of the municipal manager. The approval documents should be safeguarded for audit purposes. The 2017/2018 Revised SDBIP is informed by a thorough assessment of the 2015/16 Annual Report, Auditor General's Report and the 2016/17 Adjustments Budget.

This policy framework is supported by **MFMA Circular No. 13: Service Delivery and Budget Implementation Plan** which stipulates that being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account.

INTERNAL AUDITING OF PERFORMANCE REPORTS

The municipality's internal audit function will need to be continuously involved in auditing the performance reports based on the organisational and directorate/departmental scorecards. As required by Regulation, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Performance Audit Committee. The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

ANNUAL PERFORMANCE REVIEW

At least annually, the Executive Mayor will be required to report to the full council on the overall municipal performance. It is proposed that this reporting take place using the municipal scorecard in an annual performance report format as per the Municipal Systems Act. The said annual performance report will form part of the municipality's Annual Report as per section 121 of the Municipal Finance Management Act.

10.2. PROJECT PRIORITISATION

In the prioritisation of programmes and projects to be included in the SDBIPs, the following criteria will be applied:

- The extent to which the programme or project demonstrates measurable support for the strategic goals, focus areas and objectives of the Third generation IDP (as aligned to global, national, provincial and district policy directives).
- The location of the project in relation to previously disadvantaged areas and/or the extent to which such areas will benefit from the project.
- The clear identification of beneficiary communities and the expected positive impacts on beneficiary communities.
- The extent to which the project will support other programmes and/or projects of the municipality and its service delivery partners.
- The extent to which the project supports the EPWP.
- The extent to which the project is intended to enhance a previous project, extends a previous project, or completes an incomplete project.
- The extent to which the project is supported by other funding allocations, or supports such allocation to provide for richer, more integrated human settlement outcomes or accelerated delivery.
- The extent to which future operational resources for the project have been secured (including both human and financial resources).
- The extent to which prerequisite land planning, and associated statutory land and environmental processes are in place or have been completed.
- The extent to which detail project milestone and cash-flow planning, and processes for procuring resources are completed and/or highlighted.

10.3. 5 YEAR TOP LEVEL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The 5 Year Top Level Key Performance Indicators and Targets for 2017/22 are attached below.

Five year Plan 2017-2022

IDP Ref No	NKPA link	NDP link	PSO link	CWDM link	PDO link	Director ate	STRATE GIC FOCUS AREAS (SFA)	Municipal KPA	Indicator (Activity/Project/Program me/Key Initiative)	Indicator Type	Unit of Measurement	Wards	Baseline as at 16/17	Target Type	Target 20 17/18	Target 20 18/19	Target 20 19/20	Target 20 20/21	Target 20 21/22	Delivery Indicator
KPI 001	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide clean piped water to formal residential properties which are connected to the municipal water infrastructure network	Activity	Number of formal residential properties receiving piped water	All	23 000	Number	25000	25000	25000	25000	25000	Output
KPI 002	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide electricity to formal residential properties connected to the municipal electrical infrastructure network for both credit and prepaid electrical metering	Activity	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)	All	23 000	Number	25000	25000	25000	25000	25000	Output
KPI 003	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide sanitation services to residential properties which are connected to the municipal waste water (sanitation/sewerage) network	Activity	Number of residential properties which are billed for sewerage in accordance with the SAMRAS financial system	All	23 000	Number	25000	25000	25000	25000	25000	Output
KPI 004	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provision of refuse removal, refuse dumps and solid waste disposal to all residential account holders once a week	Activity	Number of formal residential properties for which refuse is removed	All	23 000	Number	25000	25000	25000	25000	25000	Output
KPI 005	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide free basic water in terms of the equitable share requirements to indigent account holders	Activity	Monthly provisioning of free basic water in terms of the equitable share requirements to indigent account holders (KL per account holders)	All	10	KI	10	10	10	10	10	Output

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KPI 006	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide clean piped water to registered indigent account holders which are connected to the municipal water infrastructure network	Activity	Number of indigent account holders receiving free basic water	All	5 000	Number	6000	6000	6000	6000	6000	Output
KPI 007	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide free basic electricity to registered indigent account holders connected to the municipal electrical infrastructure network	Activity	Provide free basic electricity to indigent account holders in terms of the equitable share requirements measured in terms of quantum approved (Free kw basic electricity per indigent household)	All	60	Kwh	100	100	100	100	100	Output
KPI 008	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide free basic electricity to registered indigent account holders connected to the municipal electrical infrastructure network	Activity	Number of indigent account holders receiving free basic electricity which are connected to the municipal electrical infrastructure network	All	5 000	Number	6000	6000	6000	6000	6000	Output
KPI 009	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide free basic sanitation services to registered indigent account holders which are connected to the municipal waste water (sanitation/sewerage) network & are billed for sewerage service, irrespective of the number of water closets (toilets)	Activity	Number of indigent account holders connected to the sanitation/sewerage network and are billed for sewerage services	All	5 000	Number	6000	6000	6000	6000	6000	Output

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KPI 010	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.4	Financial Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	Provide free basic refuse removal, refuse dumps and solid waste disposal to registered indigent account holders	Activity	Number of indigent account holders receiving free basic refuse removal	All	5 000	Number	6000	6000	6000	6000	6000	Output
KPI 011	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.9	Financial Services	SFA 4 - Dignified Living	MFA 37 Municipal Financial Viability and Management	The % of the Municipality's capital budget spent on capital projects by 30 June annually {(Total Actual capital Expenditure/Approved Capital Budget) x 100}	Project (Capital)	% of the Municipality's capital budget spent by 30 June annually {(Total Actual capital Expenditure/Approved Capital Budget) x 100}	All	90	Percentage	90	90	90	90	90	Outcome
KPI 012	NKPA 4	NDP 1	PSO 1	CWDM 1	PDO 1.1	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 1 Local economic Development	Number of FTE's created through in terms of Expended Public Works Programme	Programme	Number of FTE's Created as a % of the possible total given the allocated budget	All	84	Percentage	90	90	90	90	90	Outcome
KPI 013	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.6	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 26 Human Resources	The number of people from employment equity target groups employed (to be appointed) in the top three occupational levels of management in compliance with the municipality's approved employment equity plan	Programme	Number of appointments made in the three highest levels of management annually in compliance with the municipality's approved employment equity plan	All	5	Number	5	5	5	5	5	Output

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KPI 014	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.6	Strategic & Corporate Services	SFA 5 - Good Governan ce And Complia nce	MFA 26 Huma n Resou rces	The percentage of a municipality's payroll budget actually spent on implementing its workplace skills plan ((Total Actual Training Expenditure / Total annual payroll Budget)x100)	Programme	% of municipality's payroll budget actually spent on implementing its workplace skills plan ((Total Actual Training Expenditure/ Total Annual payroll Budget) x100)	All	0.8	Percentage	0.4	0.8	0.8	0.8	0.8	Outcome
KPI 015	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.9	Financial Services	SFA 5 - Good Governan ce And Complia nce	MFA 34 Incom e	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue – Operating Conditional Grant	Activity	Debt to Revenue (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant	All	55	Percentage	35	35	35	35	35	Outcome
KPI 016	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.8	Financial Services	SFA 5 - Good Governan ce And Complia nce	MFA 34 Incom e	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	Activity	% of outstanding service debtors (Total outstanding service debtors/ revenue received for services)	All	20	Percentage	20	20	20	20	20	Outcome

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KPI 017	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.8	Financial Services	SFA 5 - Good Governa nce And Complia nce	MFA 34 Incom e	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June annually ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment)/ Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)).	Activity	Cost coverage as at 30 June 20172018 ((Cash and Cash Equivalents – Unspent Conditional Grants - Overdraft) + Short Term Investment)/ Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)).	All	6	Number	6	6	6	6	6	Output
KPI 018	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.5	Office of the Municipal Manager	SFA 5 - Good Governa nce And Complia nce	MFA 32 Legal Servic es, compli ance and control enviro nment	Review the Risk based audit plan and submit to the Audit Committee	Activity	Reviewed RBAP submitted to the Audit Committee	All	1	Number	1	1	1	1	1	Output

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KPI 019	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.5	Office of the Municipal Manager	SFA 5 - Good Governance And Compliance	MFA 32 Legal Services, compliance and control environment	Approve an Audit Action Plan by 28 February annually to address the issues raised in the Audit Report for the relevant financial year	Activity	Audit action plan developed and approved by 28 February annually	All	1	Number	1	1	1	1	1	Output
KPI 020	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.5	Office of the Municipal Manager	SFA 5 - Good Governance And Compliance	MFA 32 Legal Services, compliance and control environment	Review the risk register and submit to the Risk Management Committee	Activity	Reviewed risk register submitted to the Risk Management Committee	All	1	Number	1	1	1	1	1	Output
KPI 021	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.1	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 27 Information Communication Technology	Review the ICT Backup Disaster Recovery Plan and submit to the Portfolio Committee	Activity	Reviewed ICT Backup Disaster Recovery Plan submitted to Portfolio Committee	All	1	Number	1	1	1	1	1	Output
KPI 022	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.4	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 29 Communications	Review the Communication Strategy and submit to the Portfolio Committee	Activity	Reviewed Communication Strategy submitted to Portfolio Committee	All	1	Number	1	1	1	1	1	Output

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KPI 023	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.1	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 27 Information Communication Technology	Review the Strategic ICT Plan and submit to the Portfolio Committee by 31 March annually	Activity	Reviewed Strategic ICT Plan submitted to the Portfolio Committee by 31 March annually	All	1	Number	1	1	1	1	1	Output
KPI 024	NKPA 11	NDP 4	PSO 5	CWDM 1	PDO 5.4	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 30 Integrated Development Planning	Compile and submit the draft IDP to council by 31 March annually	Activity	Draft IDP compiled and submitted to council by 31 March annually	All	1	Number	1	1	1	1	1	Output
KPI 025	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.6	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 26 Human Resources	Submit the reviewed organisational structure to Council for approval	Activity	Report on the Reviewed implementation of the organisational structure submitted to the Portfolio committee	All	1	Number	1	0	0	0	0	Output
KPI 026	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.8	Financial Services	SFA 5 - Good Governance And Compliance	MFA 34 Income	Achieve an average payment percentage of 93% by 30 June annually (Gross Debtors Closing Balance + billed revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/ Billed Revenue) x 100	Activity	(Gross Debtors Closing Balance + billed revenue – Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue) x 100	All	93	Percentage	93	93	93	93	93	Outcome

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KPI 027	NKPA 2	NDP 2	PSO 4	CWDM 2	PDO 4.4	Human Settlements & Property Management	SFA 5 - Good Governance And Compliance	MFA 19 Informal Settlements	Provide 50 additional waterborne toilet facilities to informal settlements	Activity	Number of waterborne toilets facilities provided	2; 12; 13; 14; 15; 18; 21	50	Number	50	50	50	50	50	Output
KPI 028	NKPA 8	NDP 2	PSO 4	CWDM 2	PDO 4.1	Human Settlements & Property Management	SFA 4 - Dignified Living	MFA 21 New Housing (PMU)	Serviced erven for low cost housing development	Activity	Number of erven serviced	All	190	Number	100	100	100	100	100	Output
KPI 029	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 4.1	Human Settlements & Property Management	SFA 4 - Dignified Living	MFA 20 Housing Administration	Compile and sign 200 transfer documents for ownership of low cost houses	Activity	Number of transfer documents compiled and signed	All	200	Number	200	200	200	200	200	Output
KPI 030	NKPA 8	NDP 2	PSO 4	CWDM 2	PDO 4.1	Human Settlements & Property Management	SFA 4 - Dignified Living	MFA 21 New Housing (PMU)	Construct 100 top structures	Activity	Number of top structures constructed	All	100	Number	100	100	100	100	100	Output
KPI 031	NKPA 8	NDP 2	PSO 4	CWDM 2	PDO 4.4	Human Settlements & Property Management	SFA 4 - Dignified Living	MFA 19 Informal Settlements	Install 50 taps in informal settlements	Activity	Number of taps Installed	All	50	Number	50	50	50	50	50	Output

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KPI 032	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 4.4	Engineering Services	SFA 4 - Dignified Living	MFA 22 Water Services	Limit unaccounted for electricity to less than 11% annually {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} × 100}	Programme	{{(Number of Electricity Units Purchased and/or Generated – Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} × 100}	All	11	Percentage	11	11	11	11	11	Outcome
KPI 033	NKPA 2	NDP 2	PSO 4	CWDM 1	PDO 2.1	Engineering Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	80% Weighted Average effluent quality achieved in terms of requirements as regulated by the water use license for all Waste Water Treatment Works	Programme	% effluent quality	All	80	Percentage	80	80	80	80	80	Outcome
KPI 034	NKPA 2	NDP 2	PSO 4	CWDM 1	PDO 4.4	Engineering Services	SFA 4 - Dignified Living	MFA 22 Basic Service Delivery	90% Weighted Average water quality achieved as per micro, chemical, operational and physical determinants in terms of the Blue Drop requirements regulated by SANS 241 for all Water Treatment Works	Programme	% Average water quality achieved as per micro, chemical, operational and physical determinants	All	90	Percentage	90	90	90	90	90	Outcome
KPI 035	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 4.4	Engineering Services	SFA 4 - Dignified Living	MFA 8 Water Services	Limit unaccounted for water	Programme	Percentage of unaccounted for water calculated in terms of standard IWA formula	All	25	Percentage	25	22	20	18	15	Outcome
KPI 036	NKPA 8	NDP 2	PSO 4	CWDM 1	PDO 2.1	Engineering Services	SFA 2 - Green and Sustainable Valley	MFA 9 Solid Waste Management	Implementation of the Integrated Waste Management Plan and report quarterly to the Portfolio Committee	Activity	Quarterly reporting on the implementation of the Integrated Waste Management Plan	All	1	Number	4	4	4	4	4	Output

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KPI 037	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 2.1	Engineering Services	SFA 2 - Green and Sustainable Valley	MFA 9 Solid Waste Management	Implementation of the Waste Management Bylaw and report quarterly to the Portfolio Committee	Activity	Quarterly reporting to the Portfolio Committee on the implementation of the Waste Management Bylaw developed and submitted to the Portfolio Committee	All	1	Number	4	4	4	4	4	Output
KPI 038	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 3.1	Community & Protection Services	SFA 3 - Safe Valley	MFA 14 Fire & Disaster Management	Review the Disaster Management Plan and submit to the Portfolio committee annually	Activity	Reviewed Plan submitted to Portfolio Committee annually	All	1	Number	1	1	1	1	1	Output
KPI 039	NKPA 3	NDP 4	PSO 3	CWDM 1	PDO 3.1	Community & Protection Services	SFA 4 – Good Governance and Compliance	MFA 39 Law Enforcement, Security Services & Land Invasion	Review the Safety and Security Strategy and submit to the Portfolio Committee by 31 March annually	Activity	Revised Safety and Security Strategy submitted to the Portfolio Committee by 31 March annually	All	1	Number	1	1	1	1	1	Output
KPI 040	NKPA 2	NDP 9	PSO 4	CWDM 1	PDO 3.4	Community & Protection Services	SFA 3 - Safe Valley	MFA 16 Sport and Facility Management	Review the Sport Management Plan and submit to the Portfolio committee by 30 June annually	Activity	Reviewed plan submitted to the Portfolio committee by 30 June annually	All	1	Number	1	1	1	1	1	Output

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KPI 041	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 3.1	Community & Protection Services	SFA 4 – Good Governance and Compliance	MFA 39 Law Enforcement, Security Services & Land Invasion	Report quarterly to the Portfolio Committee on the enforcement of municipal By-Laws on public open spaces, municipal owned property and municipal owned land	Activity	Number of reports submitted	All	4	Number	4	4	4	4	4	Output
KPI 042	NKPA 9	NDP 8	PSO4	CWDM 1	PDO 1.1	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 3 Land-Use Management	Report quarterly to the Portfolio Committee on the process of land-use applications within the prescribed/ legislated periods	Activity	Number of reports submitted	All	4	Number	4	4	4	4	4	Output
KPI 043	NKPA 9	NDP 8	PSO4	CWDM 1	PDO 1.1	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 4 Building Development Control	Report quarterly to the Portfolio Committee on the process of building plan applications within the prescribed /legislated periods	Activity	Number of reports submitted	All	4	Number	4	4	4	4	4	Output
KPI 044	NKPA 4	NDP 1	PSO 1	CWDM 1	PDO 1.2	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 1 Local economic Development	Provide training to entrepreneurs and SMME's	Programme	Number of training events	All	4	Number	4	4	4	4	4	Output

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KPI 045	NKPA 11	NDP 4	PSO 5	CWDM 1	PDO 1.3	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 13 Spatial Planning / Environmental, Heritage & Cultural Management	Finalise the SDF in line with the Integrated Development Plan and submit it to the Council annually	Key initiative	SDF Amendment submitted to Council annually	All	1	Number	1	1	1	1	1	Output
KPI 046	NKPA 4	NDP 1	PSO 1	CWDM 1	PDO 1.2	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 1 Local economic Development	Develop a guiding document and review annually to link SMME to open market opportunities	Key initiative	Submit guiding document to the Portfolio Committee	All	New KPI	Number	1	1	1	1	1	Output
KPI 047	NKPA 4	NDP 1	PSO 1	CWDM 1	PDO 1.2	Finance	SFA 1 - Valley of Possibility	MFA 7 Supply Chain Management	Update and implement the preferential procurement policy annually		Reviewed policy submitted to Council	All	New KPI	Number	1	1	1	1	1	Output
KPI 048	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 1.2	Engineering Services	SFA 1 - Valley of Possibility	MFA 7 Supply Chain Management	Construct Bus and Taxi shelters	.	Number of Bus and Taxi shelters constructed	All	New KPI	Number	2	2	2	2	2	Output

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KPI 049	NKPA 9	NDP 9	PSO 5	CWDM 3	PDO 5.3	Strategic & Corporate Services	SFA 5 - Good Governan ce And Complia nce	MFA 26 Human Resou rces	Development of personal development plans for employees entering performance agreements		% of personal development plans compiled for employees compiling personal agreements	All	New KPI	Percentage	100	100	100	100	100	Output
KPI 050	NKPA 3	NDP 4	PSO 3	CWDM 1	PDO 3.1	Community & Protection Services	SFA 3 - Safe Valley	MFA 39 Law Enforc ement , Securi ty Servic es & Land Invasi on	Sign and update MOU's with safety stakeholders in WC024 annually.	Key initiative	Number of signed MOU's	All	New KPI	Number	1	1	1	1	1	Output
KPI 051	NKPA 3	NDP 9	PSO 3	CWDM 1	PDO 3.2.	Community & Protection Services	SFA 3 - Safe Valley	MFA 39 Law Enforc ement , Securi ty Servic es & Land Invasi on	Register new and monitor existing neighbourhood watches in all wards annually.	Key initiative	Number of neighbourhood watches registered	All	New KPI	Number	4	5	5	5	3	Output

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KPI 052	NKPA 3	NDP 4	PSO 3	CWDM 1	PDO 3.3	Community & Protection Services	SFA 3 - Safe Valley	MFA 39 Law Enforcement , Security Services & Land Invasion	Identify and map crime hot spots in all wards.	Key initiative	Compiled and updated ward maps indicating crime hotspots	All	New KPI	Number	22	22	22	22	22	Output
KPI 053	NKPA 3	NDP 4	PSO 3	CWDM 1	PDO 3.3	Community & Protection Services	SFA 3 - Safe Valley	MFA 39 Law Enforcement , Security Services & Land Invasion	Convert crime hot spots into safe spaces by addressing the cause of crime in the identified hot spots.	Key initiative	Compiled and updated ward maps indicating safe nodes created	All	New KPI	Number	4	4	4	4	4	Output
KPI 054	NKPA 3	NDP 2	PSO 3	CWDM 1	PDO 3.3	Community & Protection Services	SFA 3 - Safe Valley	MFA 39 Law Enforcement , Security Services & Land Invasion	Introduce appropriate technology and extent Close Circuit Television coverage to all wards.	Key initiative	Number of CCTV cameras installed	All	New KPI	Number	4	4	4	4	4	Output

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KPI 055	NKPA 3	NDP 4	PSO 3	CWDM 1	PDO 3.3	Planning & Economic Development	SFA 3 - Safe Valley	MFA 17 Community Development	Facilitate the registration of early childhood development centres	Programme	Number of early childhood development centre registration documents submitted to the registering authority	All	New KPI	Number	4	4	4	4	4	Output
KPI 056	NKPA 3	NDP 4	PSO 3	CWDM 1	PDO 3.4	Planning & Economic Development	SFA 3 - Safe Valley	MFA 17 Community Development	Develop, facilitate and implement youth programs in partnership with public and private institutions	Project	Number of programs established	All	New KPI	Number	4	4	4	4	4	Output
KPI 057	NKPA 4	NDP 1	PSO 1	CWDM 1	PDO 3.4	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 1 Local economic Development	Develop, facilitate and implement entrepreneurial programs	Project	Number of projects / programs established	All	New KPI	Number	4	4	4	4	4	Output
KPI 058	NKPA 6	NDP 2	PSO 4	CWDM 2	PDO 4.2	Human Settlements & Property Management	SFA 4 - Dignified Living	MFA 23 Property Management	Identify and map all current and planned social infrastructures	Project	Updated plan and map with current and planned social infrastructure	All	New KPI	Number	1	1	1	1	1	Output
KPI 059	NKPA 6	NDP 8	PSO 2	CWDM 2	PDO 4.4	Human Settlements & Property Management	SFA 4 - Dignified Living	MFA 19 Informal Settlements	Implement the access to basic services program and report quarterly to the Portfolio Committee	Project	Number of reports submitted	All	New KPI	Number	4	4	4	4	4	Output

IDP Ref No	NKPA link	NDP link	PSO link	CWDM link	PDO link	Director ate	STRATE GIC FOCUS AREAS (SFA)	Municipal KPA	Indicator (Activity/Project/Program me/Key Initiative)	Indicator Type	Unit of Measurement	Wards	Baseline as at 16/17	Target Type	Target 20 17/18	Target 20 18/19	Target 20 19/20	Target 20 20/21	Target 20 21/22	Delivery Indicator
KPI 060	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.1	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 27 Information Communication Technology	Align and integrate current Management Information systems.	Project	Report from Management Information systems	All	New KPI	Number	1	0	0	0	0	Output
KPI 061	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.2	Finance	SFA 1 - Valley of Possibility	MFA 7 Supply Chain Management	Update the asset management policy	Project	Updated policy submitted to the Council annually	All	New KPI	Number	1	1	1	1	1	Output
KPI 062	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.9	Finance	SFA 5 - Good Governance And Compliance	MFA 7 Supply Chain Management	Report annually on the implementation of the asset management policy	Activity	Report submitted to Portfolio Committee	All	New KPI	Number	1	1	1	1	1	Output
KPI 063	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.9	Finance	SFA 5 - Good Governance And Compliance	MFA 7 Supply Chain Management	Establish an asset management section as part of the organisation structure.	Project	Establish asset management section	All	New KPI	Number	1	0	0	0	0	Output
KPI 064	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.9	Finance	SFA 5 - Good Governance And Compliance	MFA 39 Municipal Financial Viability and Management	Implement the Municipal Standard Chart of Accounts.	Project	Report on the quarterly implementation of MSCOA to the Portfolio Committee	All	New KPI	Number	4	4	4	4	0	Output

IDP Ref No	NKPA link	NDP link	PSO link	CWDM link	PDO link	Directorate	STRATEGIC FOCUS AREAS (SFA)	Municipal KPA	Indicator (Activity/Project/Programme/Key Initiative)	Indicator Type	Unit of Measurement	Wards	Baseline as at 16/17	Target Type	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Delivery Indicator
KPI 065	NKPA 4	NDP 1	PSO 1	CWDM 1	PDO 1.1	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 1 Local economic Development	Develop local economic hubs	Key initiative	Report to the Portfolio Committee on the status of the economic hub development	All	New KPI	Number	2	2	2	4	4	Output
KPI 066	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 5.1	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 26 Human Resources	Develop and update a policy register and display it's status on the municipal website as well as the portfolio committee	Project	Status report from the Municipal website submitted to the municipal website and the Portfolio Committee	All	New KPI	Number	1	1	1	1	0	Output
KPI 067	NKPA 10	NDP 8	PSO 4	CWDM 1	PDO 2.1	Engineering Services	SFA 2 - Green and Sustainable Valley	MFA 9 Solid Waste Management	Minimise the % of Construction waste at landfill site	Activity	% saving on landfill site space use	All	New KPI	Percentage	5	5	5	5	5	Outcome
KPI 068	NKPA 10	NDP 8	PSO 4	CWDM 1	PDO 2.1	Strategic & Corporate Services	SFA 5 - Good Governance And Compliance	MFA 30 Integrated Development & Planning	Development of a Centralised Customer Care strategy by 31 December 2017	Project	Developed strategy by submitted to the Portfolio Committee	All	New KPI	Number	1	0	0	0	0	Output
KPI 069	NKPA 10	NDP 8	PSO 4	CWDM 1	PDO 5.7	Community & Protection Services	SFA 5 - Good Governance And Compliance	MFA 39 Law enforcement, Fire and Traffic Services	Report quarterly to the Portfolio Committee on the Stellenbosch Safety Initiative projects undertaken	Activity	Report with feedback submitted to the Portfolio Committee	All	New KPI	Number	4	4	4	4	4	Output

IDP Ref No	NKPA link	NDP link	PSO link	CWDM link	PDO link	Director ate	STRATE GIC FOCUS AREAS (SFA)	Municipal KPA	Indicator (Activity/Project/Program me/Key Initiative)	Indicator Type	Unit of Measurement	Wards	Baseline as at 16/17	Target Type	Target 20 17/18	Target 20 18/19	Target 20 19/20	Target 20 20/21	Target 20 21/22	Delivery Indicator
KPI 070	NKPA 9	NDP 8	PSO 5	CWDM 3	PDO 1.1	Planning & Economic Development	SFA 1 - Valley of Possibility	MFA 17 Community Development	Review Grant in aid policy and submit it to Council annually	Activity	Policy submitted to Council	All	New KPI	Number	1	1	1	1	1	Output
KPI 071	NKPA 8	NDP 2	PSO 4	CWDM 1	PDO 1.1	Human Settlements	SFA 1 - Valley of Possibility	MFA 17 Community Development	Upgrading of flats, 'The Steps' according to the needs identified within the WCO24	Capital Project	Report with recommendations submitted to the Portfolio Committee	All	New KPI	Number	1	1	1	1	1	Output
KPI 072	NKPA 8	NDP 2	PSO 4	CWDM 1	PDO 4.1	Human Settlements	SFA 4 - Dignified Living	MFA 17 Community Development	Convert the Kayamandi Hostels in sustainable living units to promote dignify living	Capital Project	Quarterly report on the status of development	All	New KPI	Number	4	4	4	4	4	Output
KPI 073	NKPA 10	NDP 4	PSO 4	CWDM 1	PDO 4.1	Planning & Economic Development	SFA 4 - Dignified Living	MFA 15 Spatial Planning, Heritage and Environmental Management	Develop and distribute a green living guide for the Greater Stellenbosch community to promote sustainable living practices	Activity	Developed guide with proof of distribution by June 2019	All	New KPI	Number	0	1	0	0	0	Output

IDP Ref No	NKPA link	NDP link	PSO link	CWDM link	PDO link	Director ate	STRATE GIC FOCUS AREAS (SFA)	Municipal KPA	Indicator (Activity/Project/Program me/Key Initiative)	Indicator Type	Unit of Measurement	Wards	Baseline as at 16/17	Target Type	Target 20 17/18	Target 20 18/19	Target 20 19/20	Target 20 20/21	Target 20 21/22	Delivery Indicator
KPI 074	NKPA 10	NDP 4	PSO 4	CWDM 1	PDO 4.1	Planning and Development	SFA 4 - Dignified Living	MFA 15 Spatial Planning, Heritage and Environmental Management	Draft a guiding document to encourage the design and construction of sustainable settlements	Activity	Draft policy developed and submitted to the Portfolio Committee	All	New KPI	Number	0	1	0	0	0	Output
KPI 075	NKPA 8	NDP 4	PSO 4	CWDM 3	PDO 3.2	Community & Protection Services	SFA 5 - Good Governance And Compliance	MFA 39 Law enforcement, Fire and Traffic Services	Report quarterly to the Portfolio Committee on Stellenbosch Safety Initiative projects undertaken	Activity	Report with feedback submitted to the Portfolio Committee	All	New KPI	Number	4	4	4	4	4	Output
KPI 076	NKPA 11	NDP 4	PSO 5	CWDM 1	PDO 4.2	Planning and Economic Development	SFA 4 - Dignified Living	MFA 15 Spatial Planning, Heritage and Environmental Management	Develop an spatial development framework and table it to the Portfolio Committee by 30 June 2018	Activity	Spatial Development Framework submitted to the Portfolio Committee by 30 June 2018	All	New KPI	Number	1	0	0	0	0	Output

IDP Ref No	NKPA link	NDP link	PSO link	CWDM link	PDO link	Director ate	STRATE GIC FOCUS AREAS (SFA)	Munic ipal KPA	Indicator (Activity/Project/Program me/Key Initiative)	Indicator Type	Unit of Measurement	Wards	Bas elin e as at 16/1 7	Target Type	Target 20 17/18	Target 20 18/19	Target 20 19/20	Target 20 20/21	Target 20 21/22	Delivery Indicator
KPI 077	NKPA 11	NDP 4	PSO 5	CWDM 1	PDO 5.4	Strategic and Corporate Services	SFA 5 - Good Governan ce And Complia nce	MFA 30 Integr ated Devel opme nt & Planni ng	Develop an integrated structures stakeholder engagement process and submit it to the Portfolio Committee	Activity	Submitted stakeholder engagement process document	All	New KPI	Number	1	0	0	0	0	Output
KPI 078	NKPA 11	NDP 4	PSO 5	CWDM 1	PDO 5.4	Strategic and Corporate Services	SFA 5 - Good Governan ce And Complia nce	MFA 30 Integr ated Devel opme nt & Planni ng	Update ward plans for all wards using participatory planning and geo-mapping June annually	Key Initiative	Submitted ward plans on the web	All	New KPI	Number	1	1	1	1	1	Output
KPI 079	NKPA11	NDP 4	PSO 5	CWDM 1	PDO 5.4	Strategic and Corporate Services	SFA 5 - Good Governan ce And Complia nce	MFA 30 Integr ated Devel opme nt & Planni ng	Develop community based planning tool to improve on ward plans by December 2017	Key Initiative	Developed tool utilised for the improvement of ward plans	All	New KPI	Number	1	0	0	0	0	Output
KPI 080	NKPA 9	NDP11	PSO5	CWDM3	PDO 5.4	Strategic and Corporate Services	SFA 5 - Good Governan ce And Complia nce	MFA 30 Integr ated Devel opme nt & Planni ng	Develop a social impact module to measure results of development projects implemented within the WC024	Key Initiative	Module developed	All	New KPI	Number	1	0	0	0	0	Output

IDP Ref No	NKPA link	NDP link	PSO link	CWDM link	PDO link	Director ate	STRATE GIC FOCUS AREAS (SFA)	Munic ipal KPA	Indicator (Activity/Project/Program me/Key Initiative)	Indicator Type	Unit of Measurement	Wards	Bas elin e as at 16/1 7	Target Type	Target 20 17/18	Target 20 18/19	Target 20 19/20	Target 20 20/21	Target 20 21/22	Delivery Indicator
KPI 081	NKPA 11	NDP 4	PSO 5	CWDM 1	PDO 5.4	Strategic and Corporate Services	SFA 1- Valley of Possibility	MFA 30 Integr ated Devel opme nt & Planni ng	Monitor progress on the implementation of Joint planning Initiatives	Key Initiative	Quarterly progress reports to Directors forum	All	New KPI	Number	4	4	4	4	4	Output

APPENDICES

APPENDIX 1:
SOCIO-ECONOMIC PROFILES FOR EACH
WARD



Ward 1 in a nutshell

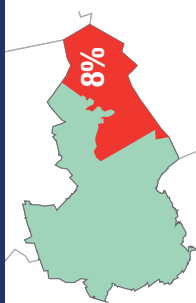
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Size

Ward 1 is home to the largest proportion of the Stellenbosch population:

(12 839 of 155 733 or 8.0%)



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds = 72.3%
65 years+ = 4.9%

Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%



Ward 1

0 to 14 year olds = 26.4%
15 to 64 year olds = 68.1%
65 years+ = 5.5%

Working age population



Coloured = 63.1%
Black Africans = 25.2%
White = 10.2%
Indian/Asian = 0.4%

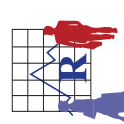


Employment

Stellenbosch

Employed = 56 957 or 84.8%
Unemployed = 10 178 or 15.2%

% of labour force



Ward 1

Employed = 4 550 or 81.0%
Unemployed = 1 070 or 19.0%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 1

R1 601 – R3 200 = 31.4%
R801 – R1 600 = 21.2%
R3 201 – R6 400 = 12.3%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



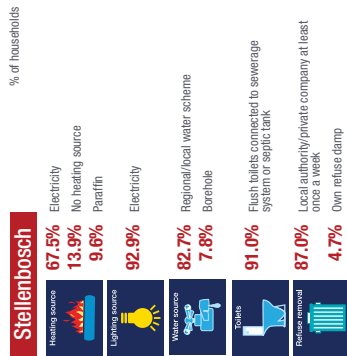
Ward 1

62.4% No matric
26.9% Matriculated
8.7% Higher education

20 years and older

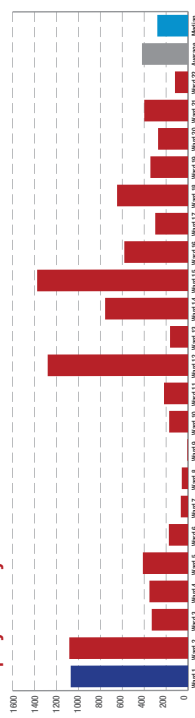


Access to services

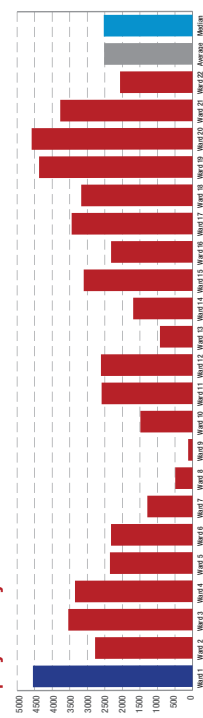


How does Ward 1 compare to other Wards?

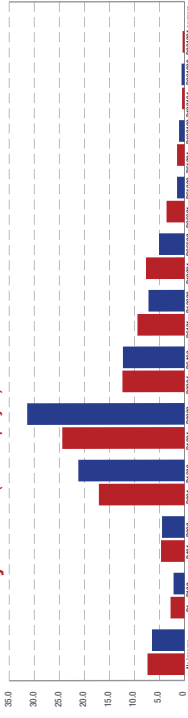
Unemployment by ward



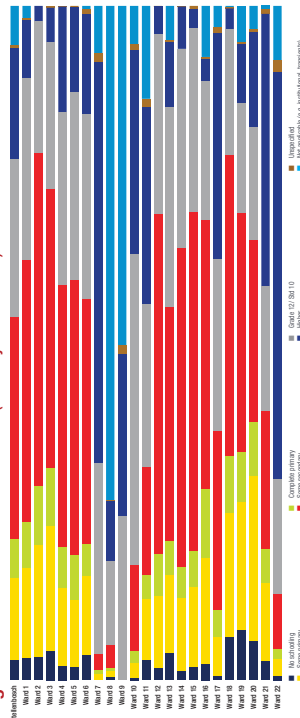
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





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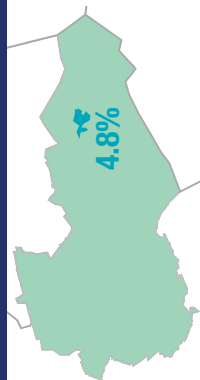
Ward 2 in a nutshell



Size

Ward 2 in comparison to the Stellenbosch population:

(7 520 of 155 733 or 4.8%)



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 2

0 to 14 year olds = 27.3%
15 to 64 year olds¹ = 71.0%
65 years+ = 1.7%

¹Working age population



Coloured = 39.7%
Black Africans = 58.7%
White = 0.1%
Indian/Asian = 0.4%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 2

Employed = 72.0%
Unemployed = 28.0%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 2

R1 601 – R3 200 = 26.9%
R801 – R1 600 = 24.8%
R401 – R800 = 15.5%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



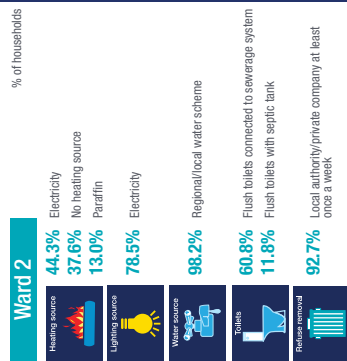
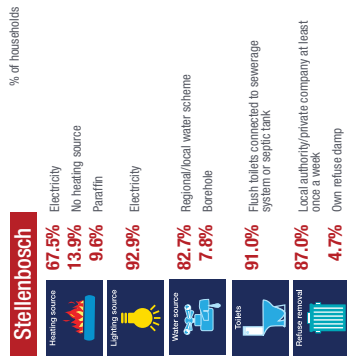
Ward 2

78.0% No matric
19.5% Matriculated
2.2% Higher education

20 years and older

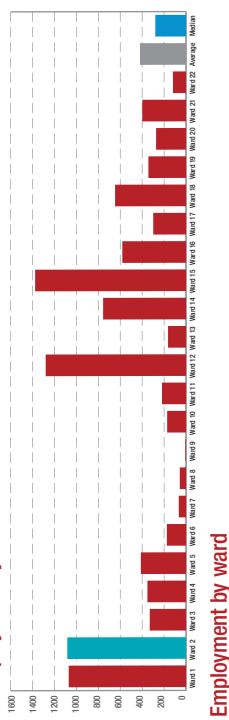


Access to services

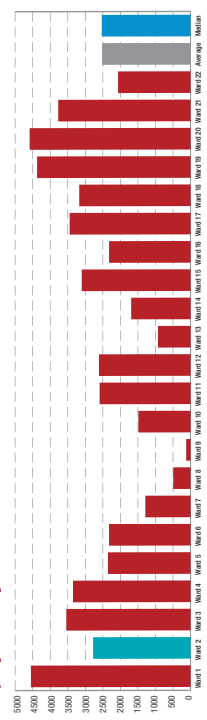


How does Ward 2 compare to other Wards?

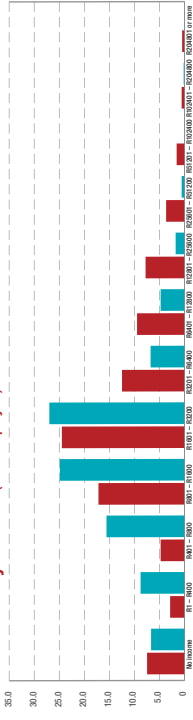
Unemployment by ward



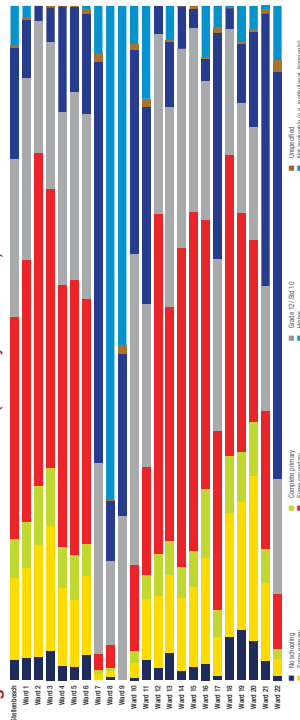
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 3 in a nutshell

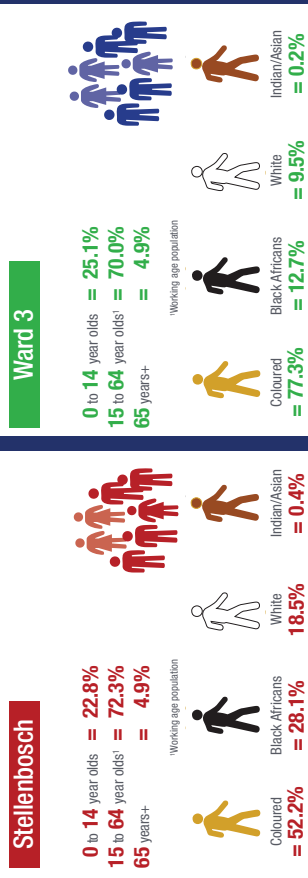
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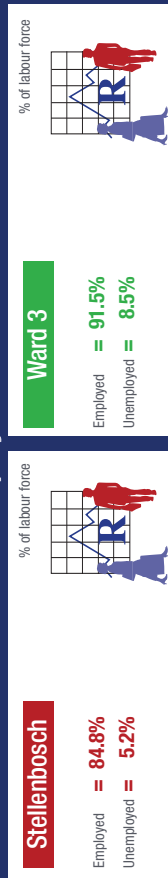
Size



Demographics



Employment



Monthly income



Socio-demography

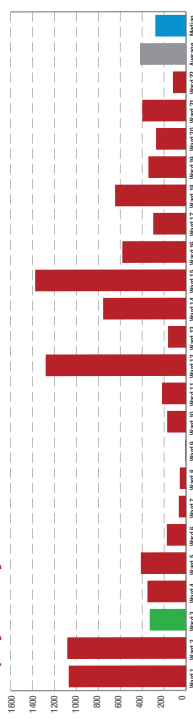


Access to services

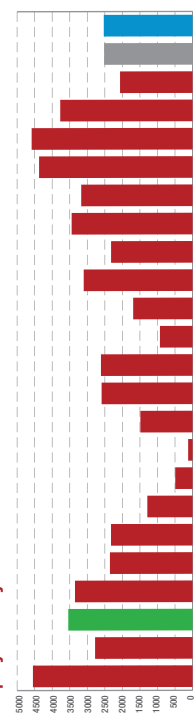


How does Ward 3 compare to other Wards?

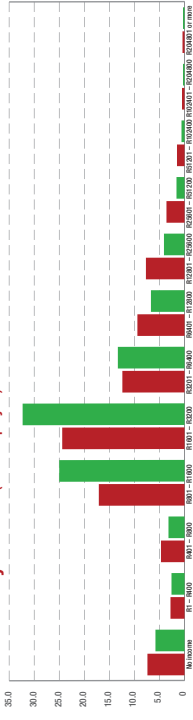
Unemployment by ward



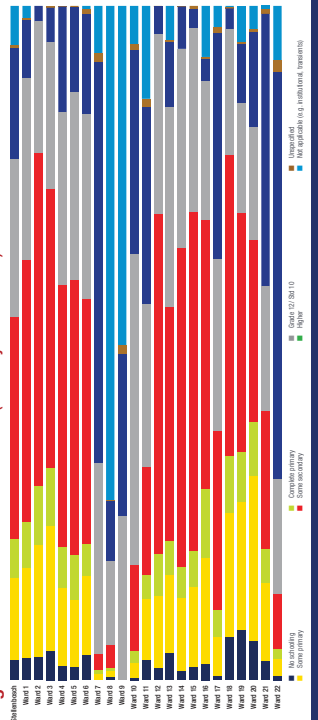
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





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Ward 4 in a nutshell

Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 4

0 to 14 year olds = 22.6%
15 to 64 year olds¹ = 71.1%
65 years+ = 6.3%

¹Working age population



Coloured = 86.8%
Black Africans = 8.2%
White = 4.1%
Indian/Asian = 0.4%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 4

Employed = 90.5%
Unemployed = 9.5%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 4

R1 601 – R3 200 = 20.0%
R3 201 – R6 400 = 18.2%
R6 401 – R12 500 = 15.0%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



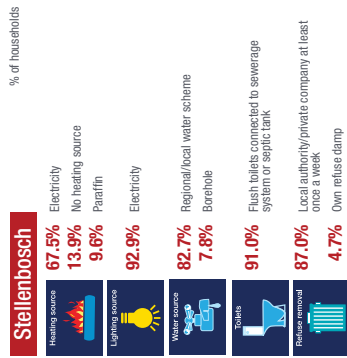
Ward 4

58.5% No matric
25.6% Matriculated
15.9% Higher education

20 years and older

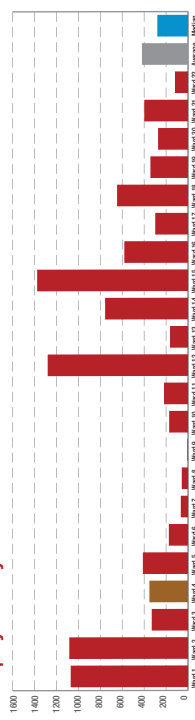


Access to services

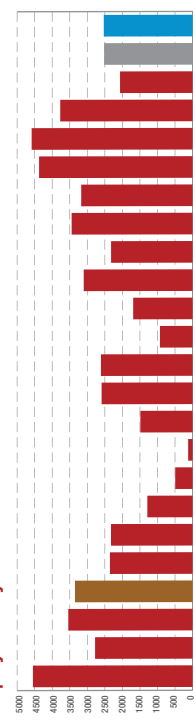


How does Ward 4 compare to other Wards?

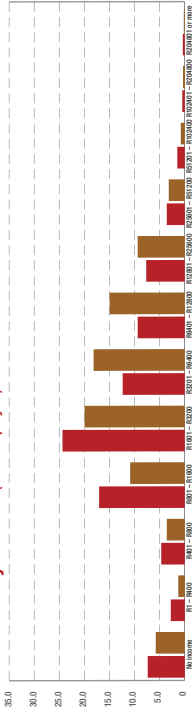
Unemployment by ward



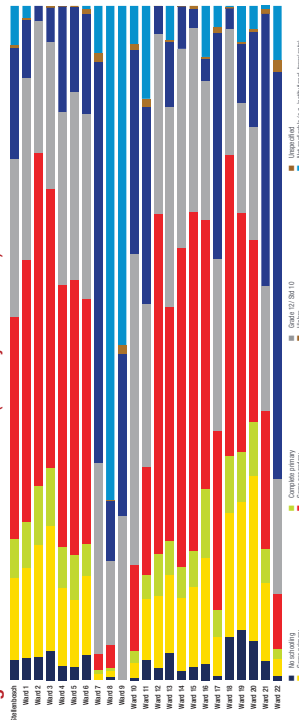
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





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Ward 5 in a nutshell



Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 5

0 to 14 year olds = 23.4%
15 to 64 year olds¹ = 70.8%
65 years+ = 5.8%

¹Working age population



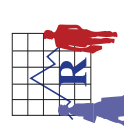
Coloured = 91.9%
Black Africans = 4.2%
White = 3.1%
Indian/Asian = 0.5%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 5

Employed = 85.1%
Unemployed = 14.9%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 5

R1 601 – R3 200 = 20.2%
R3 201 – R6 400 = 14.8%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



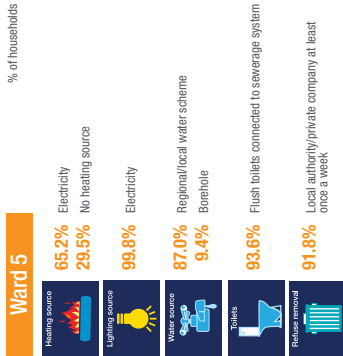
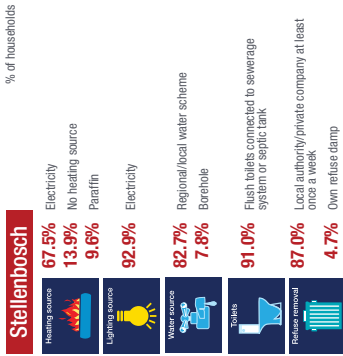
Ward 5

58.8% No matric
27.8% Matriculated
12.6% Higher education

20 years and older

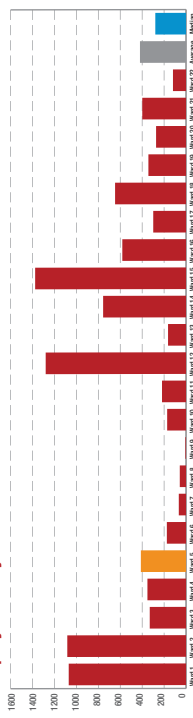


Access to services

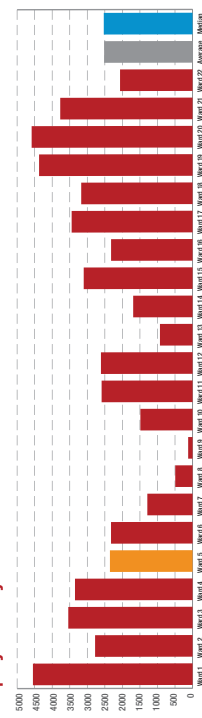


How does Ward 5 compare to other Wards?

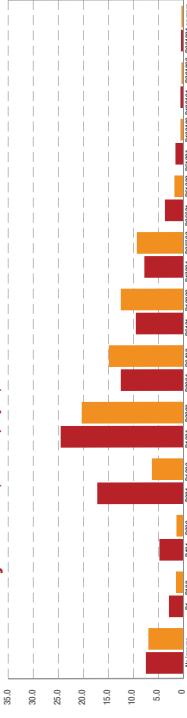
Unemployment by ward



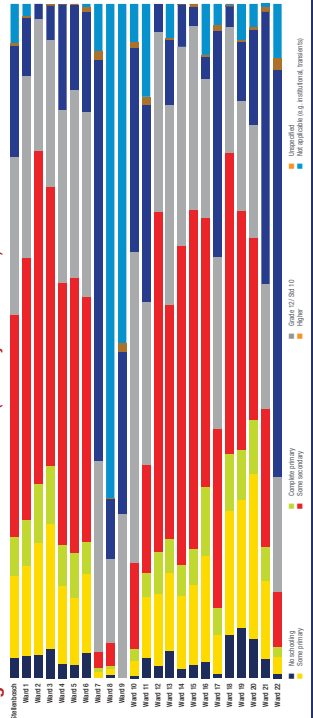
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





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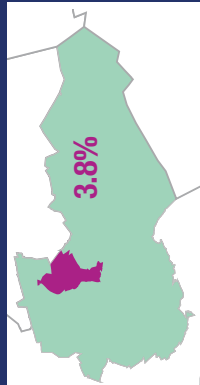


Ward 6 in a nutshell

Size

Ward 6 in comparison to the Stellenbosch population:

(5 856 of 155 733 or 3.8%)



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%
White = 18.5%

Ward 6

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 69.1%
65 years+ = 8.1%

¹Working age population



Coloured = 89.7%
Black Africans = 6.4%
Indian/Asian = 0.3%
White = 3.2%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 6

Employed = 93.0%
Unemployed = 7.0%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 6

R1 601 – R3 200 = 21.9%
R3 201 – R6 400 = 19.2%
R6 401 – R12 500 = 14.9%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



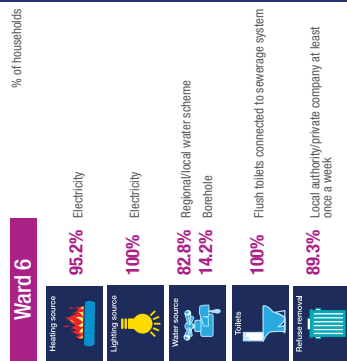
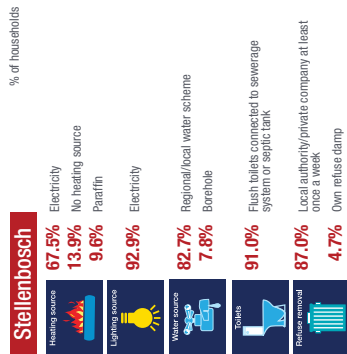
Ward 6

56.4% No matric
27.4% Matriculated
14.8% Higher education

20 years and older

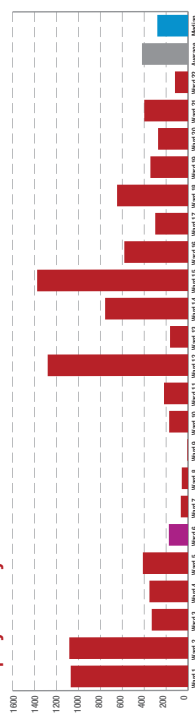


Access to services

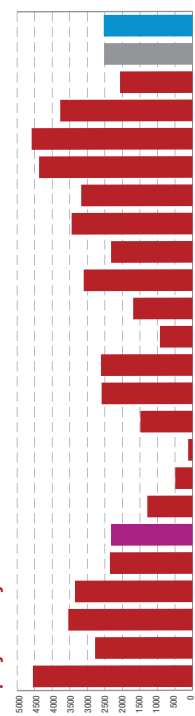


How does Ward 6 compare to other Wards?

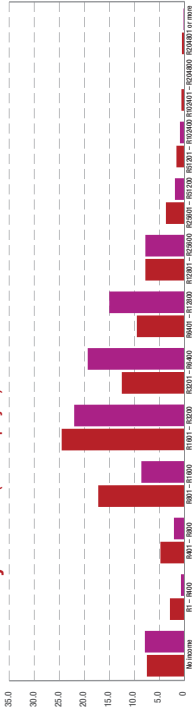
Unemployment by ward



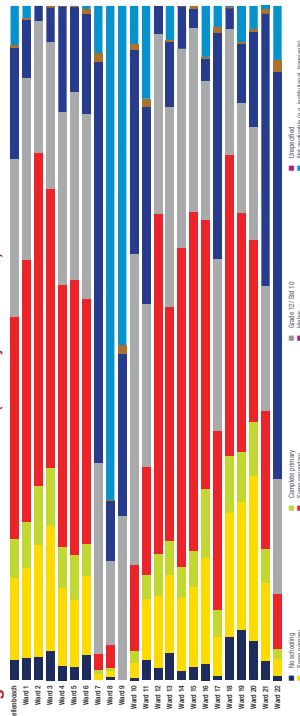
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)



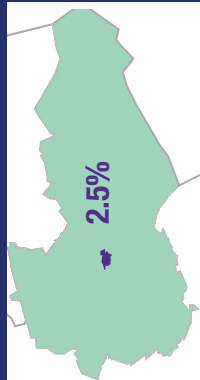


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Ward 7 in a nutshell

Size



Ward 7 in comparison to the Stellenbosch population:

(3 873 of 155 733 or 2.5%)

Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 7

0 to 14 year olds = 11.7%
15 to 64 year olds¹ = 78.0%
65 years+ = 10.3%

¹Working age population



Coloured = 5.3%
Black Africans = 8.5%
White = 84.5%
Indian/Asian = 0.4%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 7

Employed = 95.1%
Unemployed = 4.9%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 7

R6 401 – R12 800 = 15.8%
R12 801 – R25 600 = 18.4%
R25 601 – R51 200 = 16.3%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



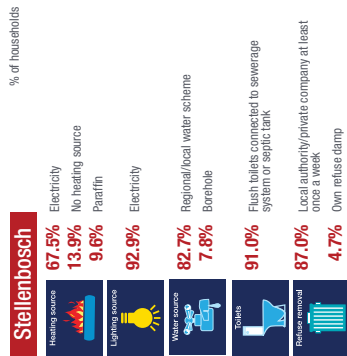
Ward 7

3.9% No matric
28.5% Matriculated
59.3% Higher education

20 years and older

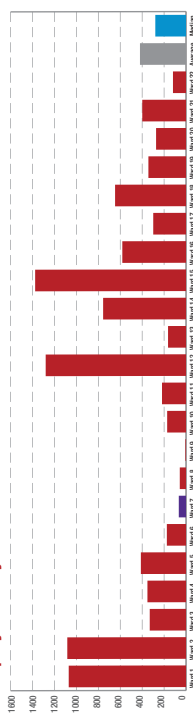


Access to services

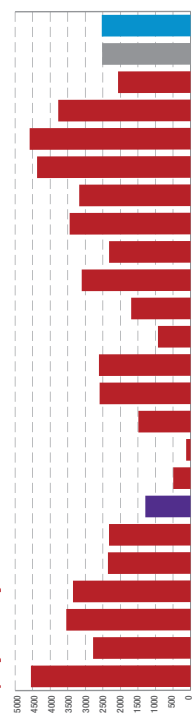


How does Ward 7 compare to other Wards?

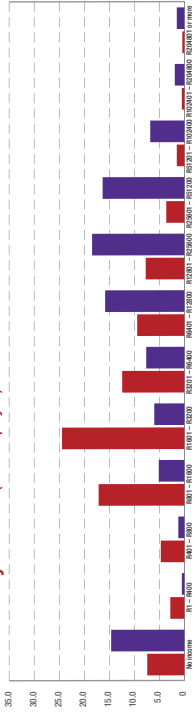
Unemployment by ward



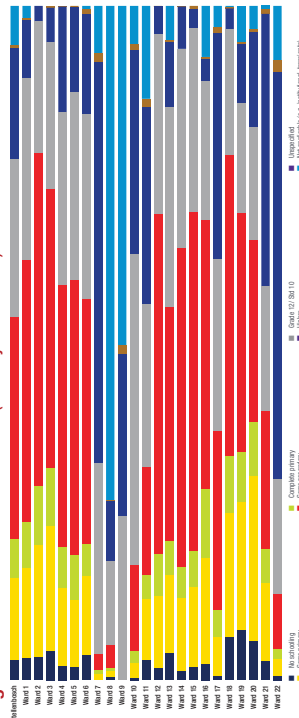
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 8 in a nutshell

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Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%
White = 18.5%

Ward 8

0 to 14 year olds = 1.2%
15 to 64 year olds¹ = 96.0%
65 years+ = 2.7%

¹Working age population



Coloured = 16.0%
Black Africans = 25.2%
Indian/Asian = 0.9%
White = 56.7%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 8

Employed = 89.6%
Unemployed = 10.4%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 8

R801 – R1 600 = 36.3%
R1 601 – R3 200 = 13.9%
R3 201 – R6 400 = 14.6%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



Ward 8

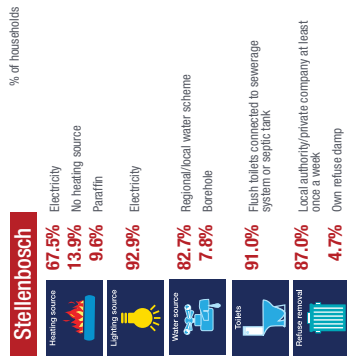
5.3% No matric
12.3% Matriculated
9.0% Higher education

20 years and older



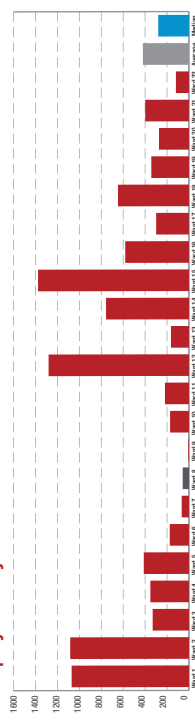
73.5% of respondents indicated that their highest level of education is not applicable

Access to services

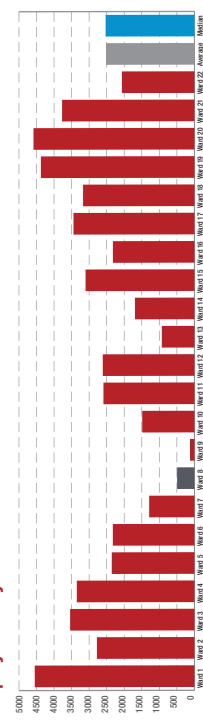


How does Ward 8 compare to other Wards?

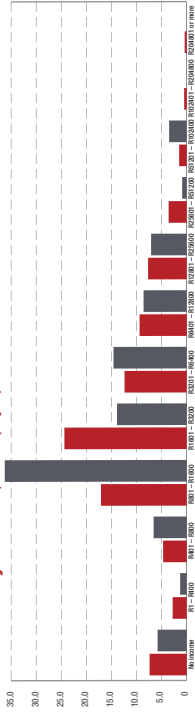
Unemployment by ward



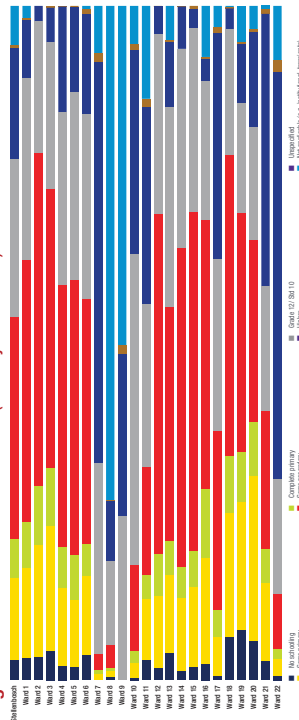
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





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Ward 9 in a nutshell

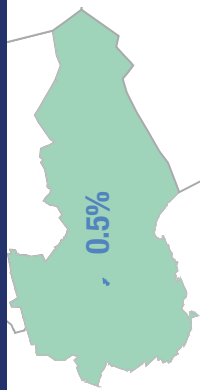


Size

Ward 9 in comparison to the Stellenbosch population:

(822 of 155 733 or 0.5%)

Ward 9 is home to the smallest proportion of the Stellenbosch population



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds* = 72.3%
65 years+ = 4.9%

*Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 9

0 to 14 year olds = 3.2%
15 to 64 year olds* = 92.8%
65 years+ = 4.0%

*Working age population



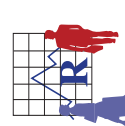
Coloured = 16.4%
Black Africans = 15.9%
White = 64.1%
Indian/Asian = 1.5%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 9

Employed = 95.4%
Unemployed = 4.6%

% of labour force



Ward 9 has the lowest unemployment rate in Stellenbosch

Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 9

R3 201 – R6 400 = 21.4%
R6 401 – R12 800 = 20.0%
R12 801 – R25 600 = 22.1%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



Ward 9

0.0% No matric
24.2% Matriculated
24.0% Higher education

20 years and older



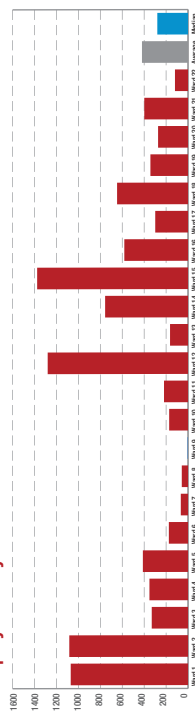
49.8% of respondents indicated that their highest level of education is not applicable

Access to services

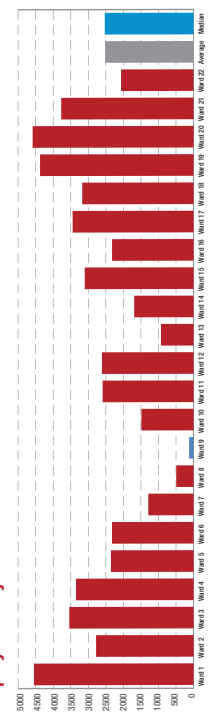


How does Ward 9 compare to other Wards?

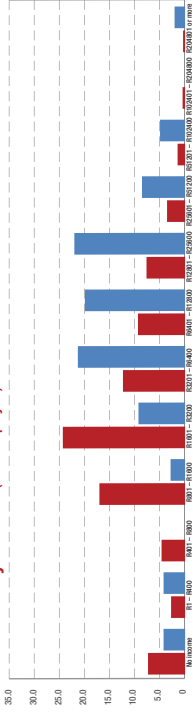
Unemployment by ward



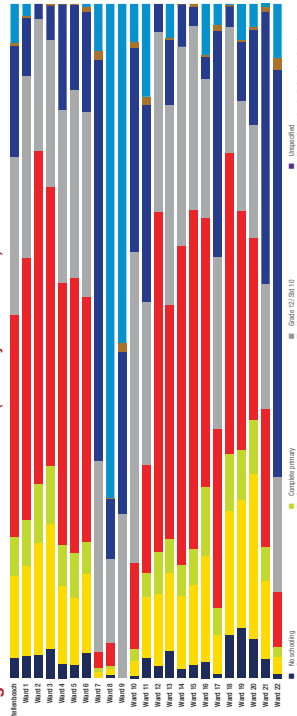
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 10 in a nutshell

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Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds* = 72.3%
65 years+ = 4.9%

*Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%
White = 18.5%

Ward 10

0 to 14 year olds = 9.6%
15 to 64 year olds* = 87.4%
65 years+ = 3.1%

*Working age population



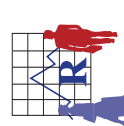
Coloured = 33.7%
Black Africans = 12.9%
Indian/Asian = 0.9%
White = 50.8%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 10

Employed = 89.6%
Unemployed = 10.4%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 10

R1 601 – R3 200 = 17.1%
R3 201 – R6 400 = 16.4%
R6 401 – R12 500 = 18.0%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



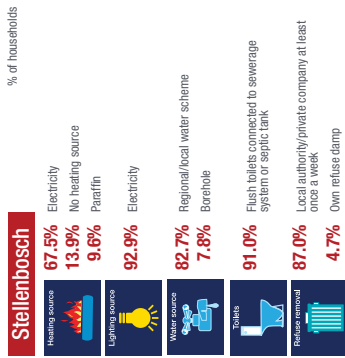
Ward 10

17.0% No matric
46.1% Matriculated
30.1% Higher education

20 years and older

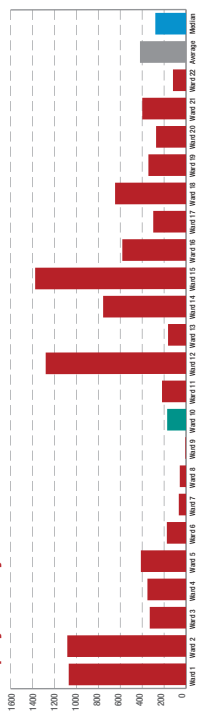


Access to services

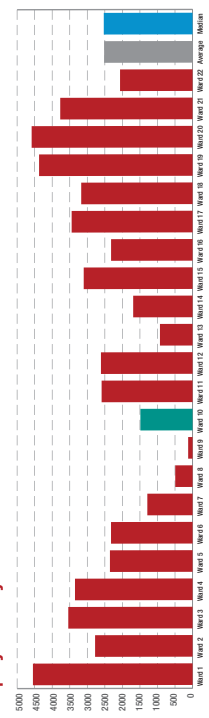


How does Ward 10 compare to other Wards?

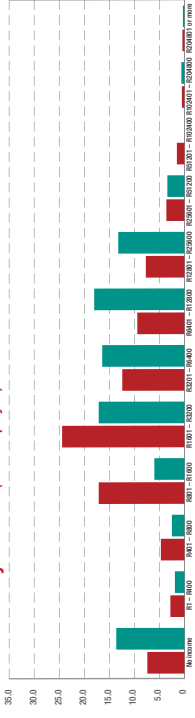
Unemployment by ward



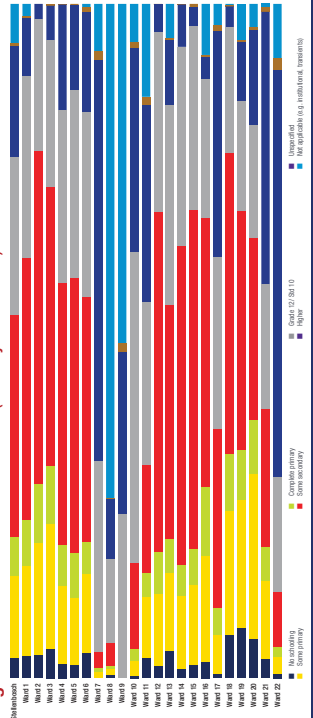
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 11 in a nutshell

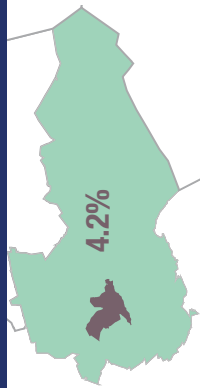
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Size

Ward 11 in comparison to the Stellenbosch population:

(6 545 of 155 733 or 4.2%)



Demographics

Stellenbosch

0 to 14 year olds = **22.8%**
15 to 64 year olds¹ = **72.3%**
65 years+ = **4.9%**

¹Working age population



Coloured = **52.2%**
Black Africans = **28.1%**
White = **18.5%**
Indian/Asian = **0.4%**

Ward 11

0 to 14 year olds = **15.9%**
15 to 64 year olds¹ = **76.8%**
65 years+ = **7.3%**

¹Working age population



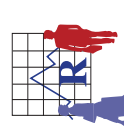
Coloured = **42.1%**
Black Africans = **11.9%**
White = **43.8%**
Indian/Asian = **0.8%**

Employment

Stellenbosch

Employed = **84.8%**
Unemployed = **5.2%**

% of labour force



Ward 11

Employed = **92.2%**
Unemployed = **7.8%**

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = **24.4%**
R801 – R1 600 = **17.1%**
R3 201 – R6 400 = **12.4%**

% of employed



Ward 11

R801 – R1 600 = **15.6%**
R1 601 – R3 200 = **24.2%**
R6 401 – R12 800 = **14.6%**

% of employed



Socio-demography

Stellenbosch

53.6% **No matric**
23.5% **Matriculated**
16.3% **Higher education**

20 years and older



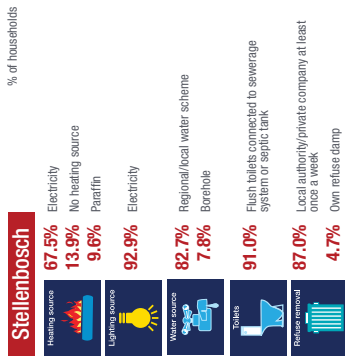
Ward 11

17.0% **No matric**
46.1% **Matriculated**
30.1% **Higher education**

20 years and older

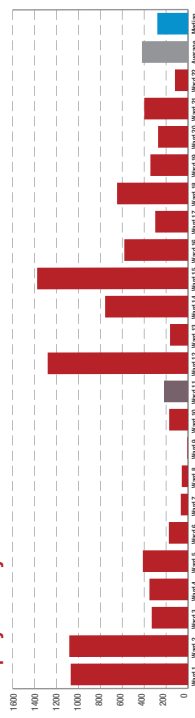


Access to services

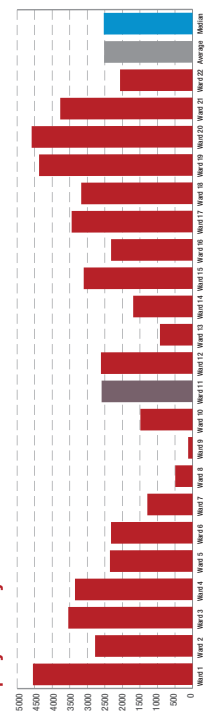


How does Ward 11 compare to other Wards?

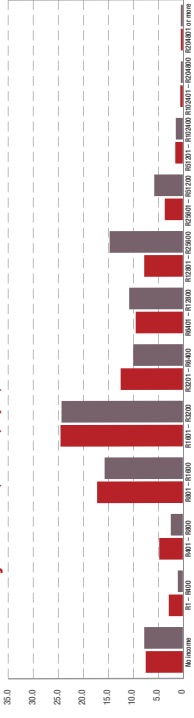
Unemployment by ward



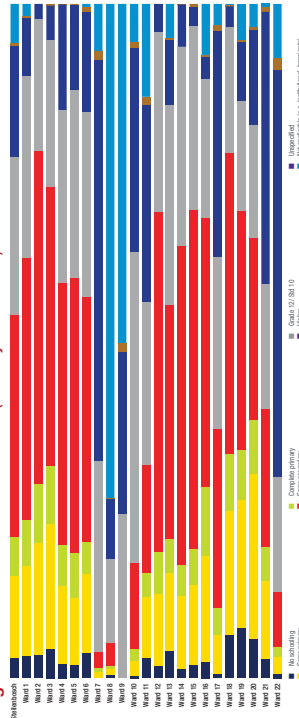
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 12 in a nutshell

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Size

Ward 12 in comparison to the Stellenbosch population:

(8 010 of 155 733 or 5.1%)



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds* = 72.3%
65 years+ = 4.9%

*Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%



Coloured = 2.7%
Black Africans = 97.0%
Indian/Asian = 0.1%



0 to 14 year olds = 27.6%
15 to 64 year olds* = 71.6%
65 years+ = 0.9%

*Working age population



Coloured = 2.7%
Black Africans = 97.0%
Indian/Asian = 0.1%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 12

Employed = 67.1%
Unemployed = 32.9%

% of labour force



Ward 12 has the highest unemployment rate in Stellenbosch

Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 12

R801 – R1 600 = 26.8%
R1 601 – R3 200 = 34.0%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



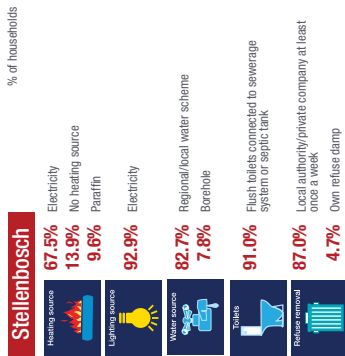
Ward 12

69.1% No matric
26.6% Matriculated
4.0% Higher education

20 years and older

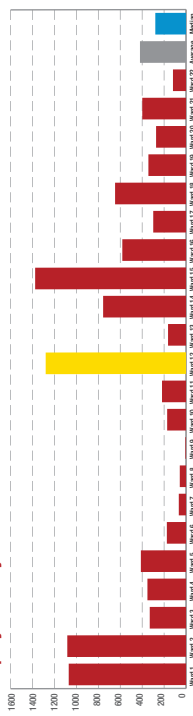


Access to services

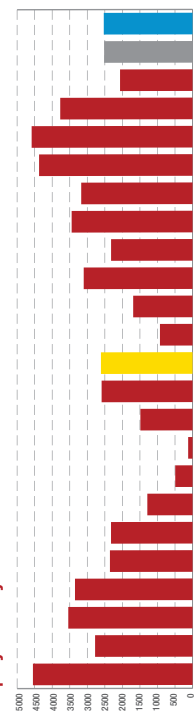


How does Ward 12 compare to other Wards?

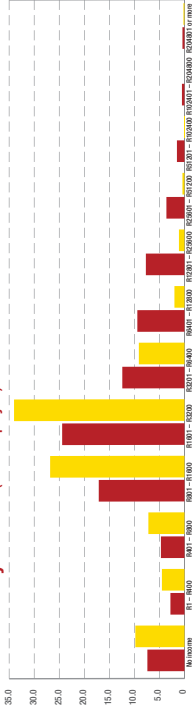
Unemployment by ward



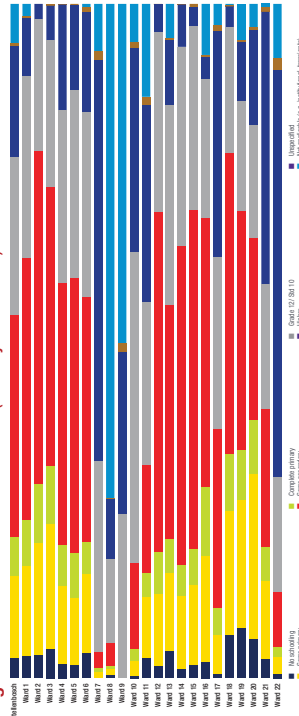
Employment by ward



Personal monthly income % of employed



Highest level of education attained (% of 20 years and older)





Ward 13 in a nutshell

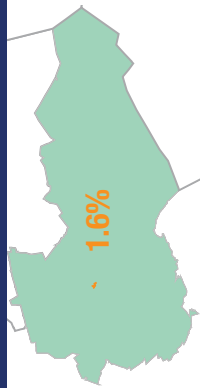
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Size

Ward 13 in comparison to the Stellenbosch population:

(2 483 of 155 733 or 1.6%)



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%



White = 18.5%
Indian/Asian = 0.4%



Ward 13

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.7%
65 years+ = 4.6%

¹Working age population



Coloured = 50.1%
Black Africans = 43.2%



White = 6.1%
Indian/Asian = 0.3%

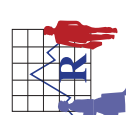


Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 13

Employed = 85.0%
Unemployed = 15.0%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 13

R801 – R1 600 = 13.3%
R1 601 – R3 200 = 31.0%
R3 201 – R6 400 = 18.2%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



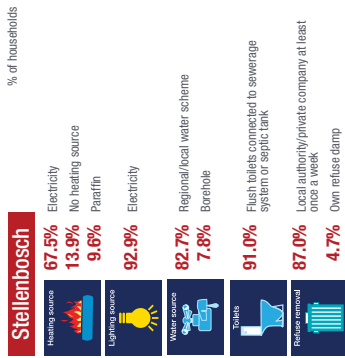
Ward 13

55.3% No matric
29.7% Matriculated
9.5% Higher education

20 years and older

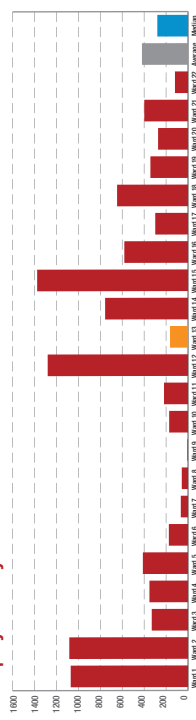


Access to services

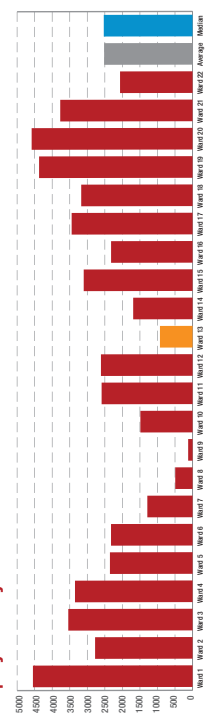


How does Ward 13 compare to other Wards?

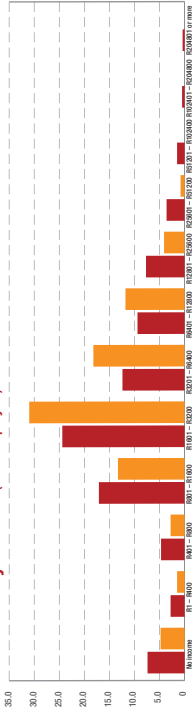
Unemployment by ward



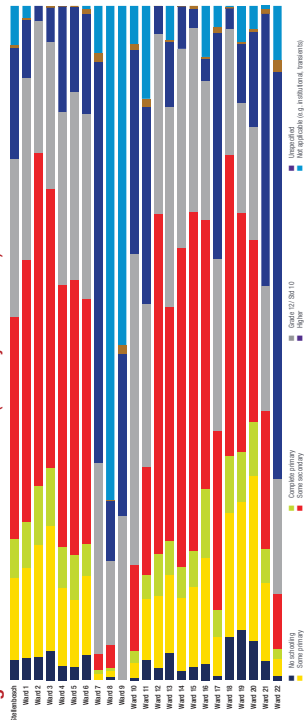
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 14 in a nutshell

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Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 14

0 to 14 year olds = 26.6%
15 to 64 year olds¹ = 71.5%
65 years+ = 1.9%

¹Working age population



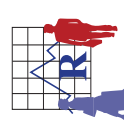
Coloured = 4.3%
Black Africans = 94.6%
White = 0.2%
Indian/Asian = 0.0%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 14

Employed = 69.1%
Unemployed = 30.9%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 14

R801 – R1 600 = 20.8%
R1 601 – R3 200 = 38.7%
R3 201 – R6 400 = 11.7%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



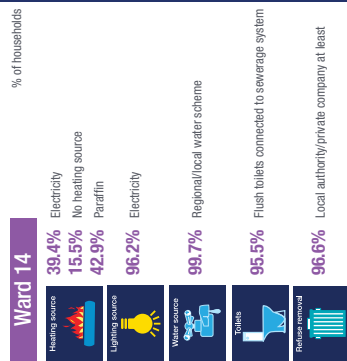
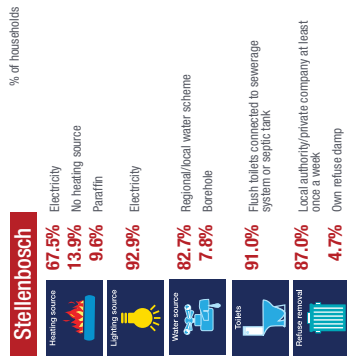
Ward 14

64.0% No matric
29.6% Matriculated
6.3% Higher education

20 years and older



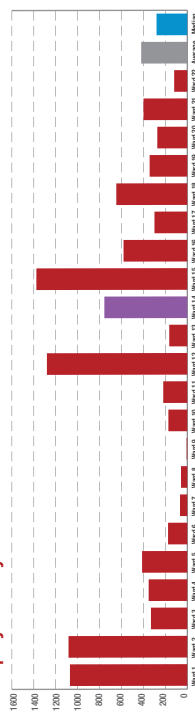
Access to services



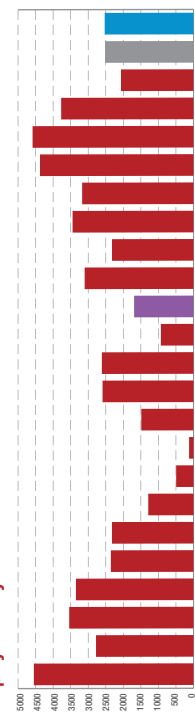
¹Operated by municipality or other water services provider

How does Ward 14 compare to other Wards?

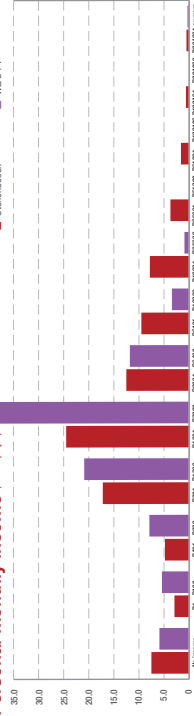
Unemployment by ward



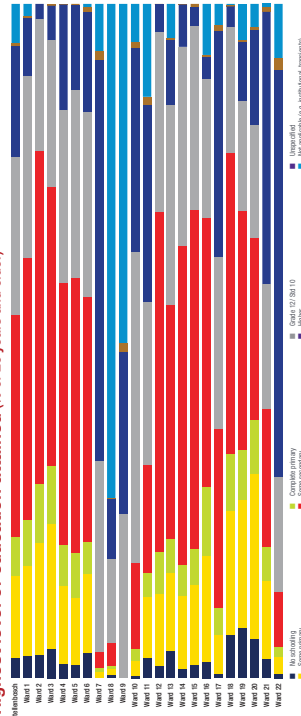
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





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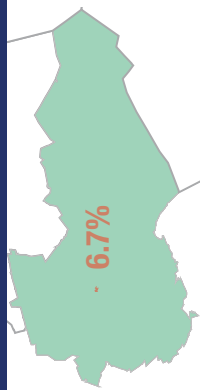


Ward 15 in a nutshell

Size

Ward 15 in comparison to the Stellenbosch population:

(10 402 of 155 733 or 6.7%)



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%
White = 18.5%

Ward 15

0 to 14 year olds = 27.6%
15 to 64 year olds¹ = 71.3%
65 years+ = 1.1%

¹Working age population



Coloured = 6.2%
Black Africans = 92.8%
Indian/Asian = 0.1%
White = 0.2%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 15

Employed = 69.3%
Unemployed = 30.7%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 15

R801 – R1 600 = 19.2%
R1 601 – R3 200 = 31.0%
R3 201 – R6 400 = 10.2%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



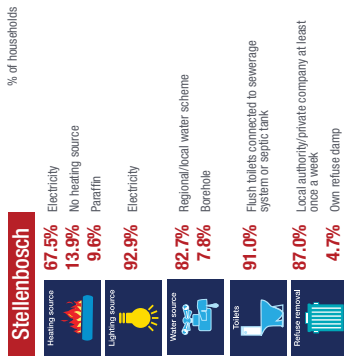
Ward 15

69.3% No matric
27.2% Matriculated
3.3% Higher education

20 years and older

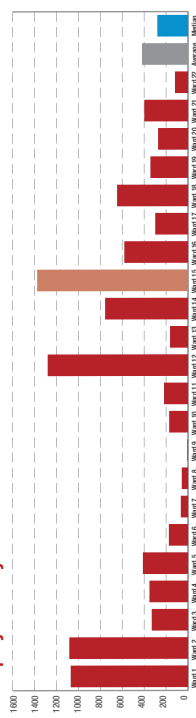


Access to services

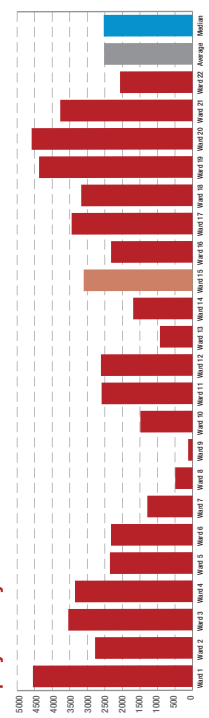


How does Ward 15 compare to other Wards?

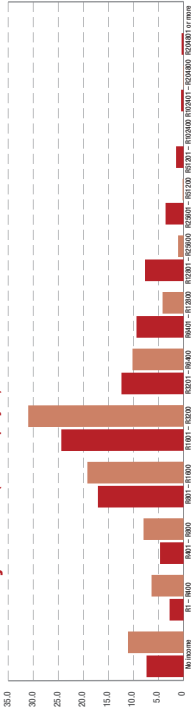
Unemployment by ward



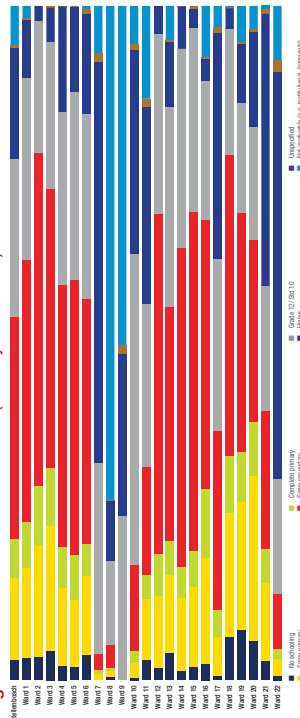
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 16 in a nutshell

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Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds = 72.3%
65 years+ = 4.9%

Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 16

0 to 14 year olds = 24.4%
15 to 64 year olds = 70.8%
65 years+ = 4.8%

Working age population



Coloured = 86.6%
Black Africans = 5.7%
White = 6.6%
Indian/Asian = 0.4%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 16

Employed = 80.0%
Unemployed = 20.0%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 16

R801 – R1 600 = 16.6%
R1 601 – R3 200 = 30.4%
R3 201 – R6 400 = 18.4%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



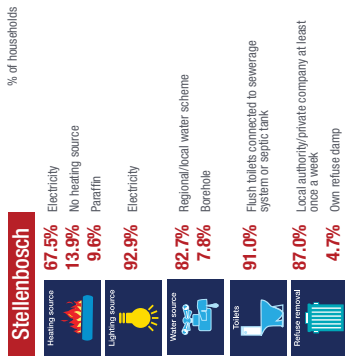
Ward 16

68.0% No matric
20.6% Matriculated
3.2% Higher education

20 years and older

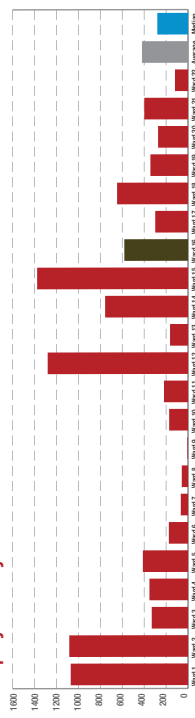


Access to services

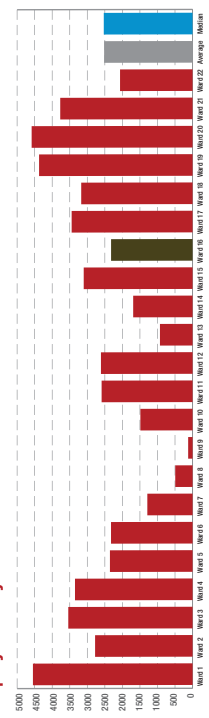


How does Ward 16 compare to other Wards?

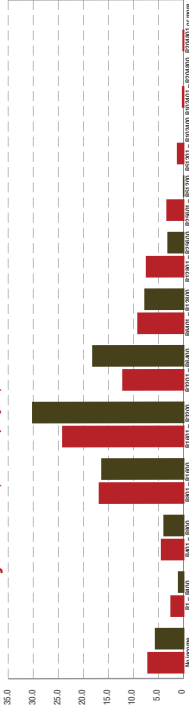
Unemployment by ward



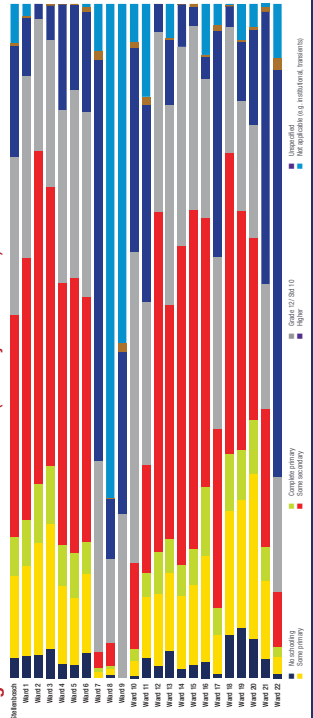
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





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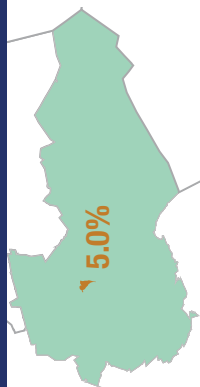
Ward 17 in a nutshell



Size

Ward 17 in comparison to the Stellenbosch population:

(7 727 of 155 733 or 5.0%)



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds = 72.3%
65 years+ = 4.9%

Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%
White = 18.5%

Ward 17

0 to 14 year olds = 20.6%
15 to 64 year olds = 73.0%
65 years+ = 6.4%

Working age population



Coloured = 64.8%
Black Africans = 4.9%
Indian/Asian = 0.2%
White = 29.2%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 17

Employed = 92.0%
Unemployed = 8.0%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 17

R3 201 – R6 400 = 16.5%
R6 401 – R12 800 = 19.6%
R12 801 – R25 600 = 20.0%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



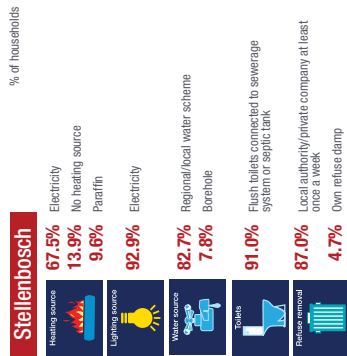
Ward 17

37.0% No matric
25.4% Matriculated
33.5% Higher education

20 years and older

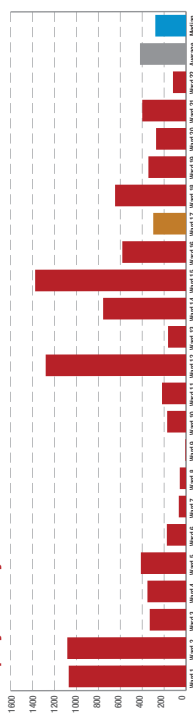


Access to services

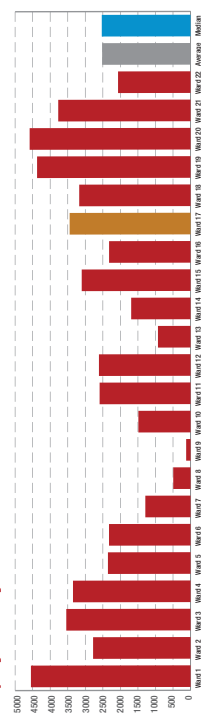


How does Ward 17 compare to other Wards?

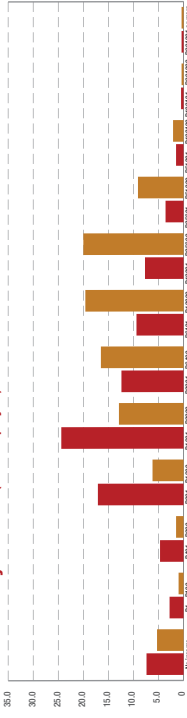
Unemployment by ward



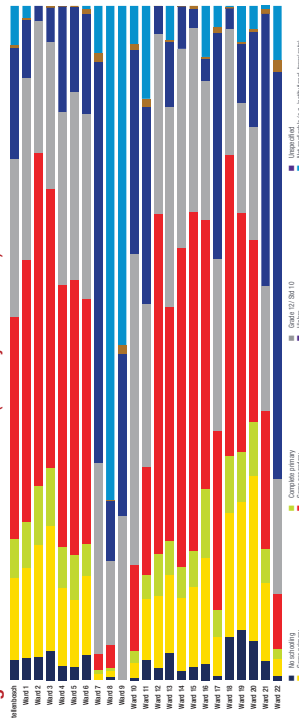
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 18 in a nutshell

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Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds* = 72.3%
65 years+ = 4.9%

*Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 18

0 to 14 year olds = 29.0%
15 to 64 year olds* = 67.9%
65 years+ = 3.1%

*Working age population



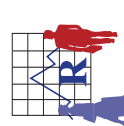
Coloured = 65.2%
Black Africans = 30.7%
White = 2.4%
Indian/Asian = 0.6%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 18

Employed = 83.1%
Unemployed = 16.9%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 18

R1 601 – R3 200 = 16.0%
R3 201 – R6 400 = 27.6%
R6 401 – R12 800 = 11.0%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



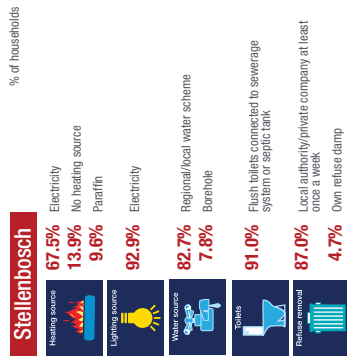
Ward 18

77.7% No matric
18.7% Matriculated
3.3% Higher education

20 years and older

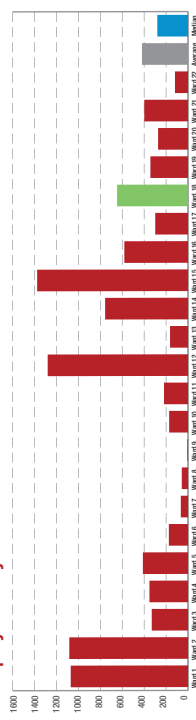


Access to services

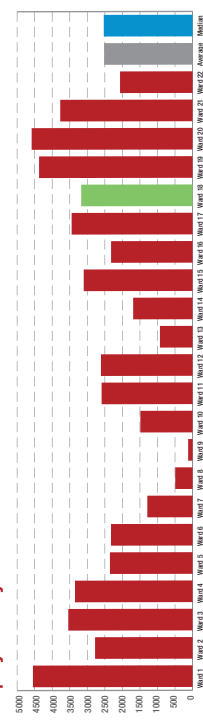


How does Ward 18 compare to other Wards?

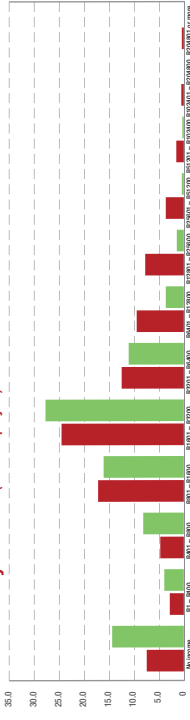
Unemployment by ward



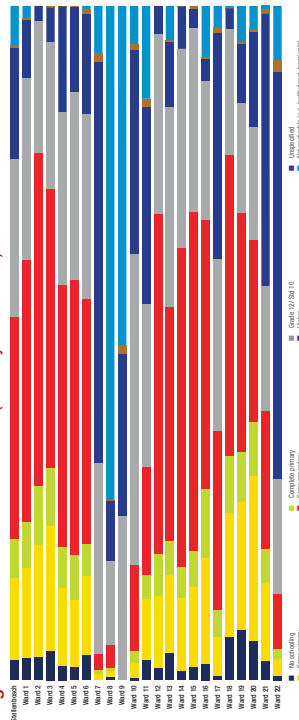
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 19 in a nutshell

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Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds = 72.3%
65 years+ = 4.9%

Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%
White = 18.5%

Ward 19

0 to 14 year olds = 25.7%
15 to 64 year olds = 70.0%
65 years+ = 4.3%

Working age population



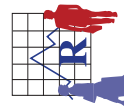
Coloured = 71.5%
Black Africans = 15.2%
Indian/Asian = 0.4%
White = 12.0%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 19

Employed = 92.7%
Unemployed = 7.3%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 19

R1 601 – R3 200 = 29.2%
R3 201 – R6 400 = 20.3%
R6 401 – R12 800 = 10.0%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



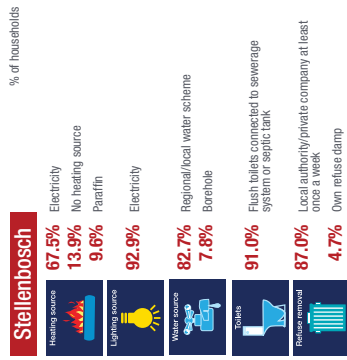
Ward 19

69.2% No matric
16.3% Matriculated
8.8% Higher education

20 years and older

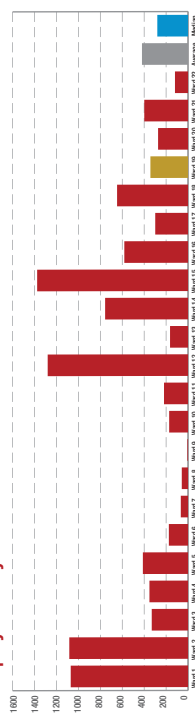


Access to services

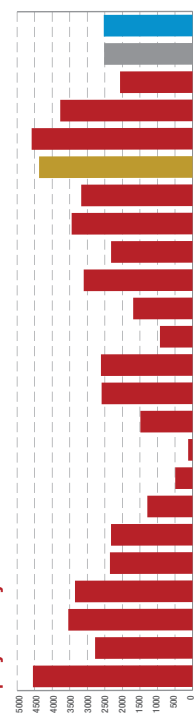


How does Ward 19 compare to other Wards?

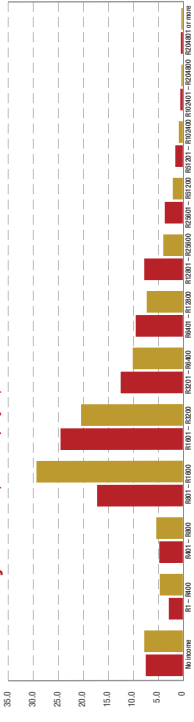
Unemployment by ward



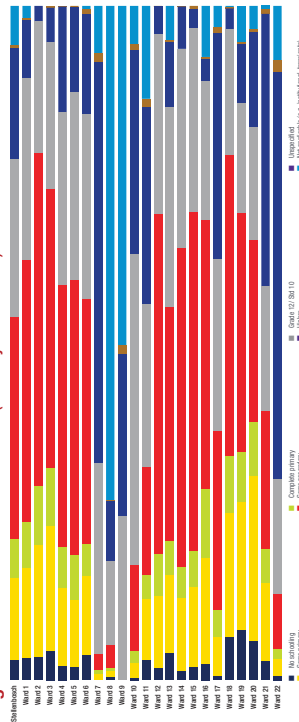
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 20 in a nutshell

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Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
White = 18.5%
Indian/Asian = 0.4%

Ward 20

0 to 14 year olds = 25.3%
15 to 64 year olds¹ = 69.4%
65 years+ = 5.3%

¹Working age population



Coloured = 72.1%
Black Africans = 8.8%
White = 18.2%
Indian/Asian = 0.2%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 20

Employed = 94.4%
Unemployed = 5.6%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 20

R801 – R1 600 = 24.8%
R1 601 – R3 200 = 28.9%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



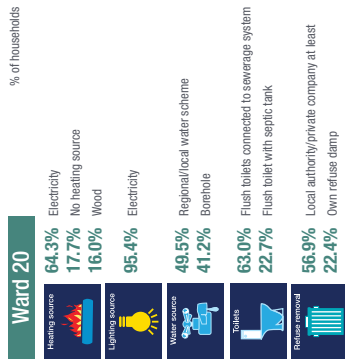
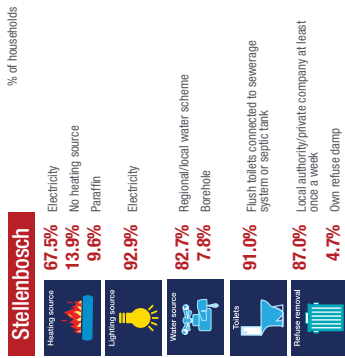
Ward 20

65.2% No matric
16.6% Matriculated
14.2% Higher education

20 years and older

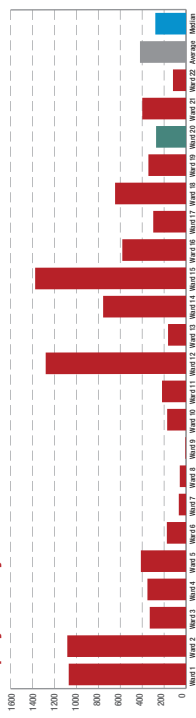


Access to services

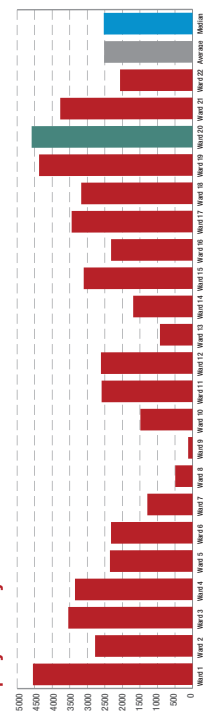


How does Ward 20 compare to other Wards?

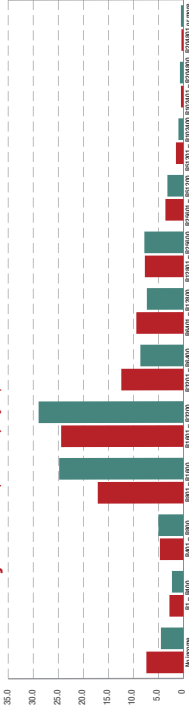
Unemployment by ward



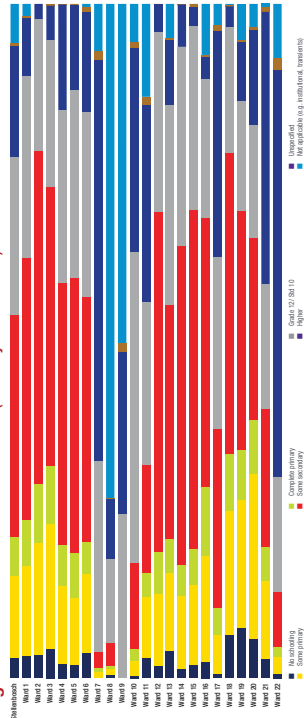
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 21 in a nutshell

STELLENBOSCH
STELLENBOSCH • PNEL • FRANSCHOEK
MUNICIPALITY • UMASIPALA • MUNICIPALITEIT



Size



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds¹ = 72.3%
65 years+ = 4.9%

¹Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%
White = 18.5%

Ward 21

0 to 14 year olds = 24.3%
15 to 64 year olds¹ = 66.6%
65 years+ = 9.2%

¹Working age population



Coloured = 54.8%
Black Africans = 4.7%
Indian/Asian = 0.3%
White = 39.6%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 21

Employed = 90.4%
Unemployed = 9.6%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 21

R1 601 – R3 200 = 19.0%
R3 201 – R6 400 = 12.4%
R6 401 – R12 800 = 12.0%
R12 801 – R25 600 = 14.1%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



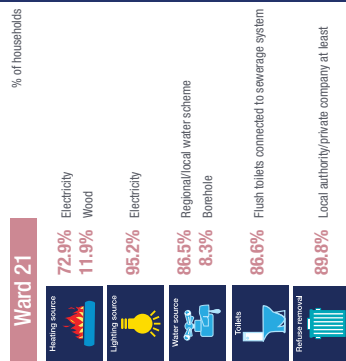
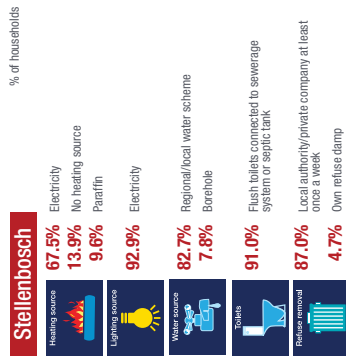
Ward 21

39.8% No matric
18.5% Matriculated
40.6% Higher education

20 years and older

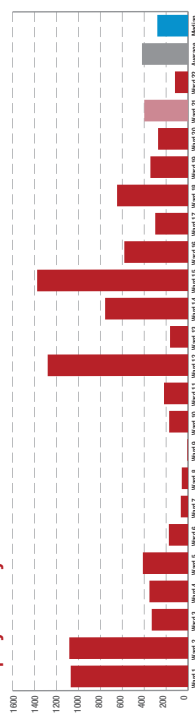


Access to services

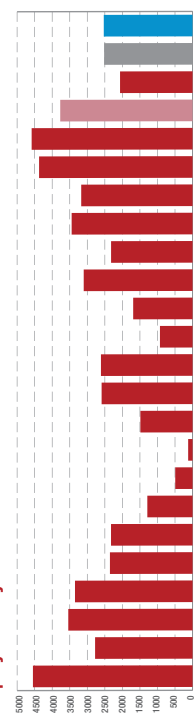


How does Ward 21 compare to other Wards?

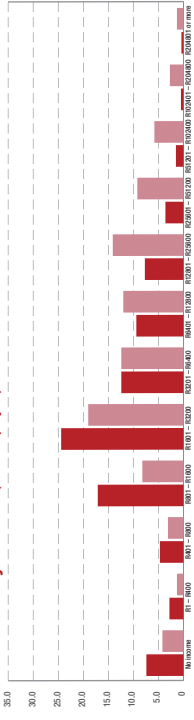
Unemployment by ward



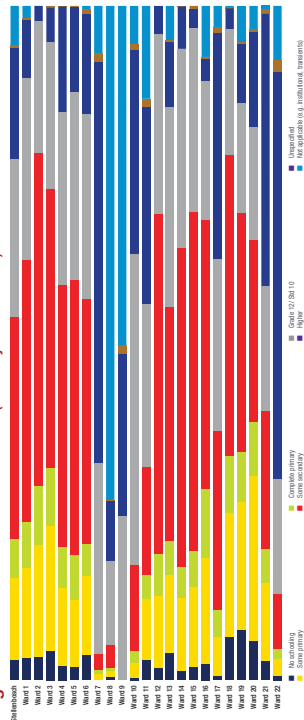
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)





Ward 22 in a nutshell

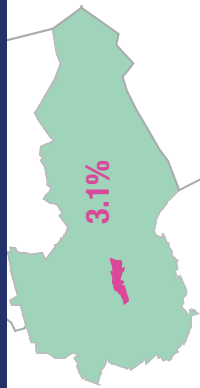
STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHOEK
MUNICIPALITY • UMASIPALA • MUNISIPALITEIT



Size

Ward 22 in comparison to the Stellenbosch population:

(4 873 of 155 733 or 3.1%)



Demographics

Stellenbosch

0 to 14 year olds = 22.8%
15 to 64 year olds = 72.3%
65 years+ = 4.9%

Working age population



Coloured = 52.2%
Black Africans = 28.1%
Indian/Asian = 0.4%
White = 18.5%

Ward 22

0 to 14 year olds = 17.3%
15 to 64 year olds = 71.8%
65 years+ = 10.9%

Working age population



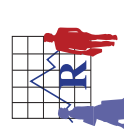
Coloured = 11.3%
Black Africans = 10.1%
Indian/Asian = 1.0%
White = 75.6%

Employment

Stellenbosch

Employed = 84.8%
Unemployed = 5.2%

% of labour force



Ward 22

Employed = 94.6%
Unemployed = 5.4%

% of labour force



Monthly income

Stellenbosch

R1 601 – R3 200 = 24.4%
R801 – R1 600 = 17.1%
R3 201 – R6 400 = 12.4%

% of employed



Ward 22

R6 401 – R12 800 = 12.2%
R12 801 – R25 600 = 19.6%
R25 601 – R51 200 = 16.8%

% of employed



Socio-demography

Stellenbosch

53.6% No matric
23.5% Matriculated
16.3% Higher education

20 years and older



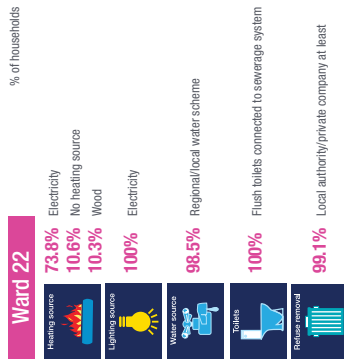
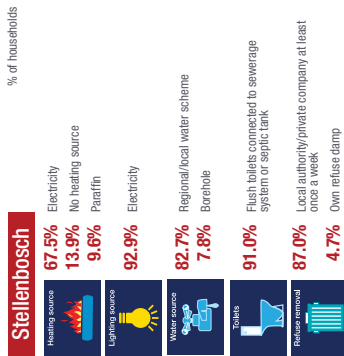
Ward 22

12.8% No matric
17.0% Matriculated
60.4% Higher education

20 years and older

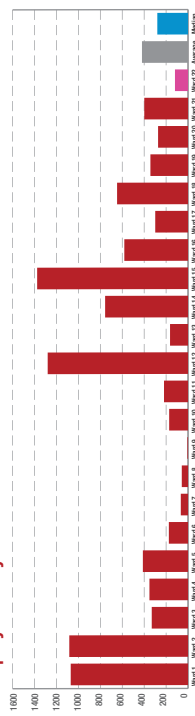


Access to services

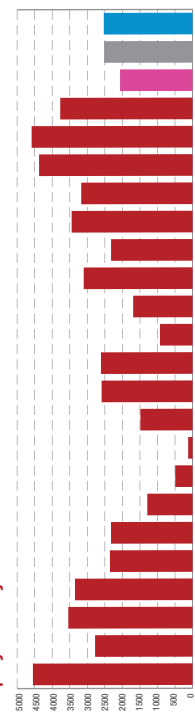


How does Ward 22 compare to other Wards?

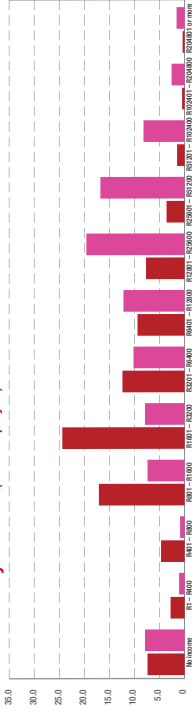
Unemployment by ward



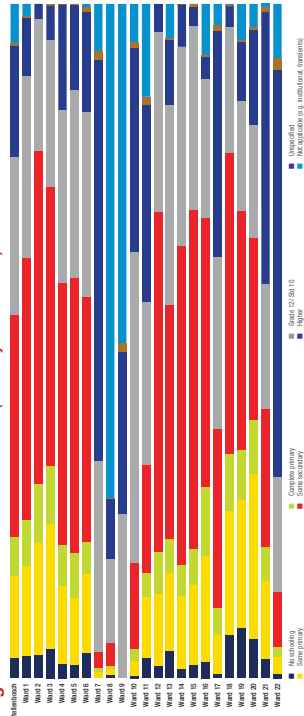
Employment by ward



Personal monthly income (% of employed)



Highest level of education attained (% of 20 years and older)



APPENDIX 2:

BASIC NEEDS ASSESSMENT

Community Index (C-Index) and Priority Index (P-Index) of all wards

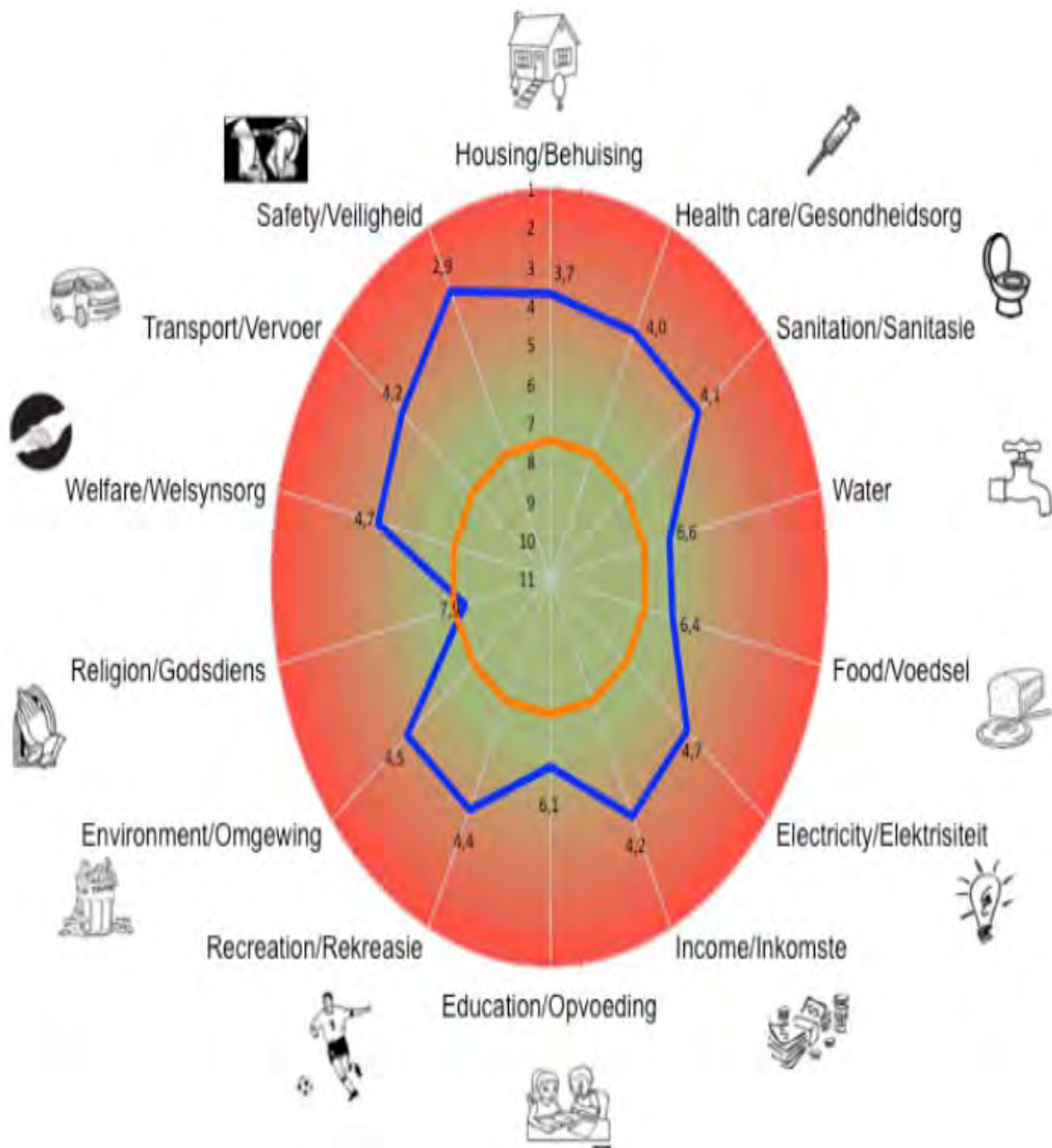
Please take note:

This report reflects the C-Indices and P-Indices of each of the 22 wards of Stellenbosch Municipality. It is to be noted that wards 8, 9, and 22 reflect the data of the Ward Committee members, as no focus groups were conducted with the public in these wards. All the other wards reflect the results of the public only.

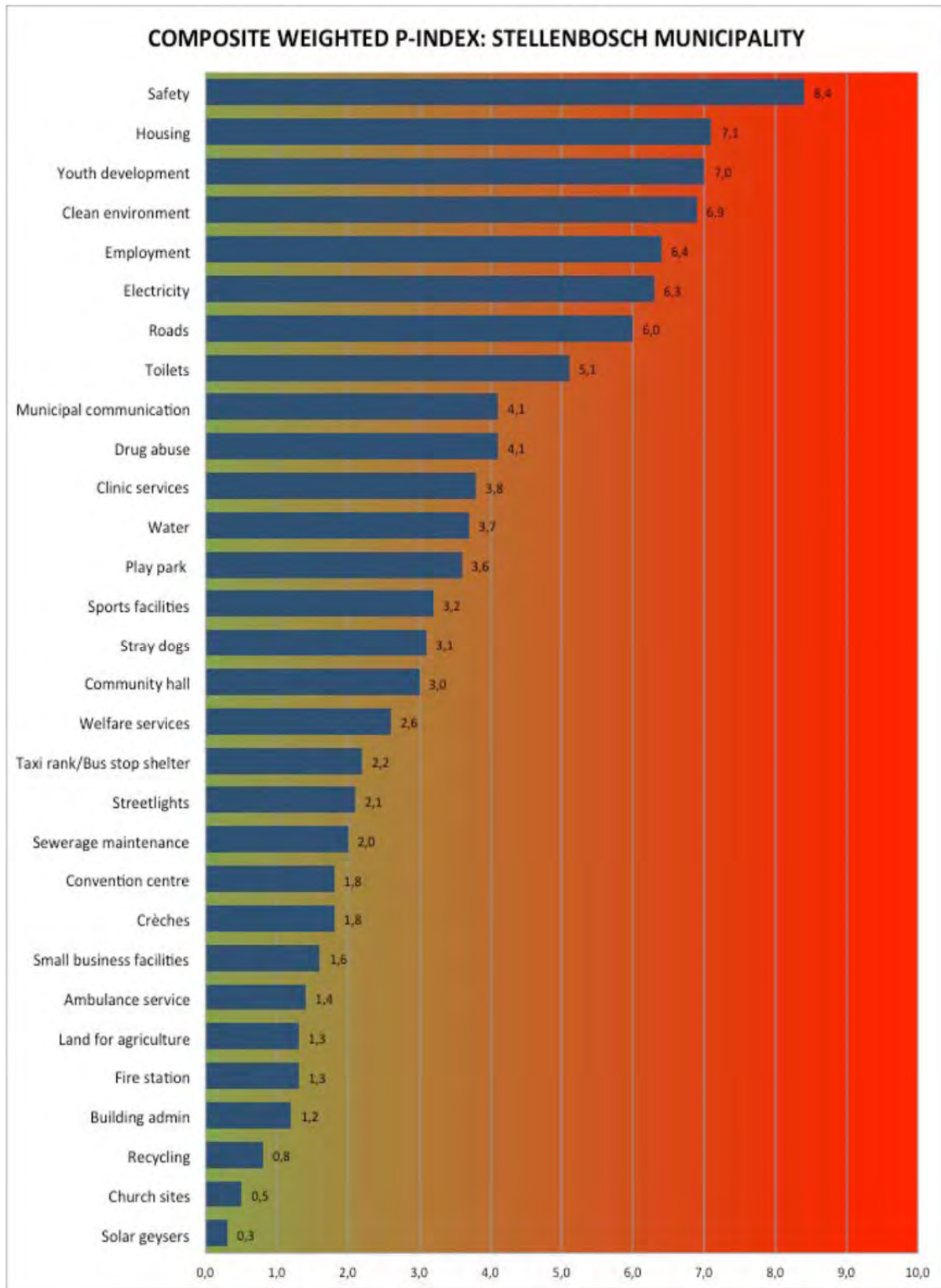
The P-Index information below is presented as a graph that ranges from the highest to the lowest priority as discussed and measured in each ward. It is important that the reasons underlying the items (often presented as slogans among the public) reflected in the P-Index should never be divorced from the accompanying narrative why the item was mentioned in the various focus groups. The people from the community would i.e. say they need a “clinic”, but the underlying reasons in the narrative may indicate that it is the negative attitude and unprofessional conduct of the clinic staff, that is the real underlying problem that should be addressed - though it is projected as being a need for a “clinic”. Thus, from the narrative data it is clear that it is not necessarily a new clinic building that is needed. The same applies to the need for “roads” which are in many cases linked to proper storm water management, etc. The combined list of needs discussed in the respective communities is presented with the reasons underlying each item as it was discussed.

In order not to lose any detail, the information is not filtered and is presented verbatim in the tables following the P-Index graph of each ward. The reason why this data is presented in an unfiltered format is to make it accessible to all stakeholders for interpretation from their specific involvement and/or perspectives with relation to the respective target wards/communities.

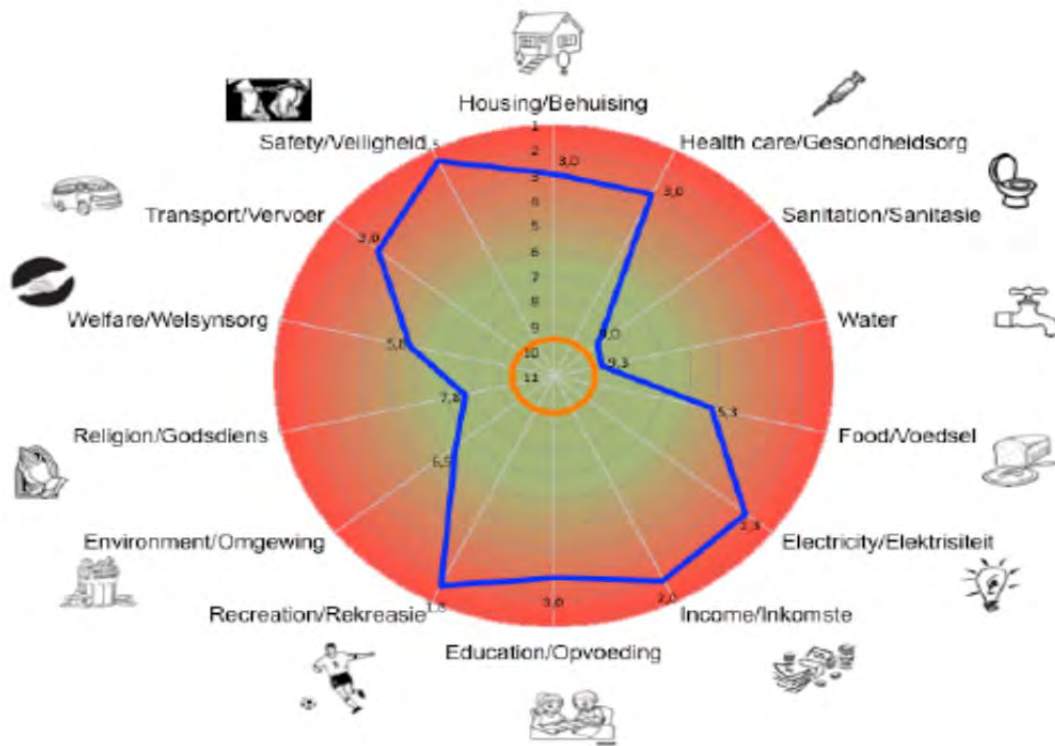
Baseline Community Index (C-Index) of Stellenbosch Municipality



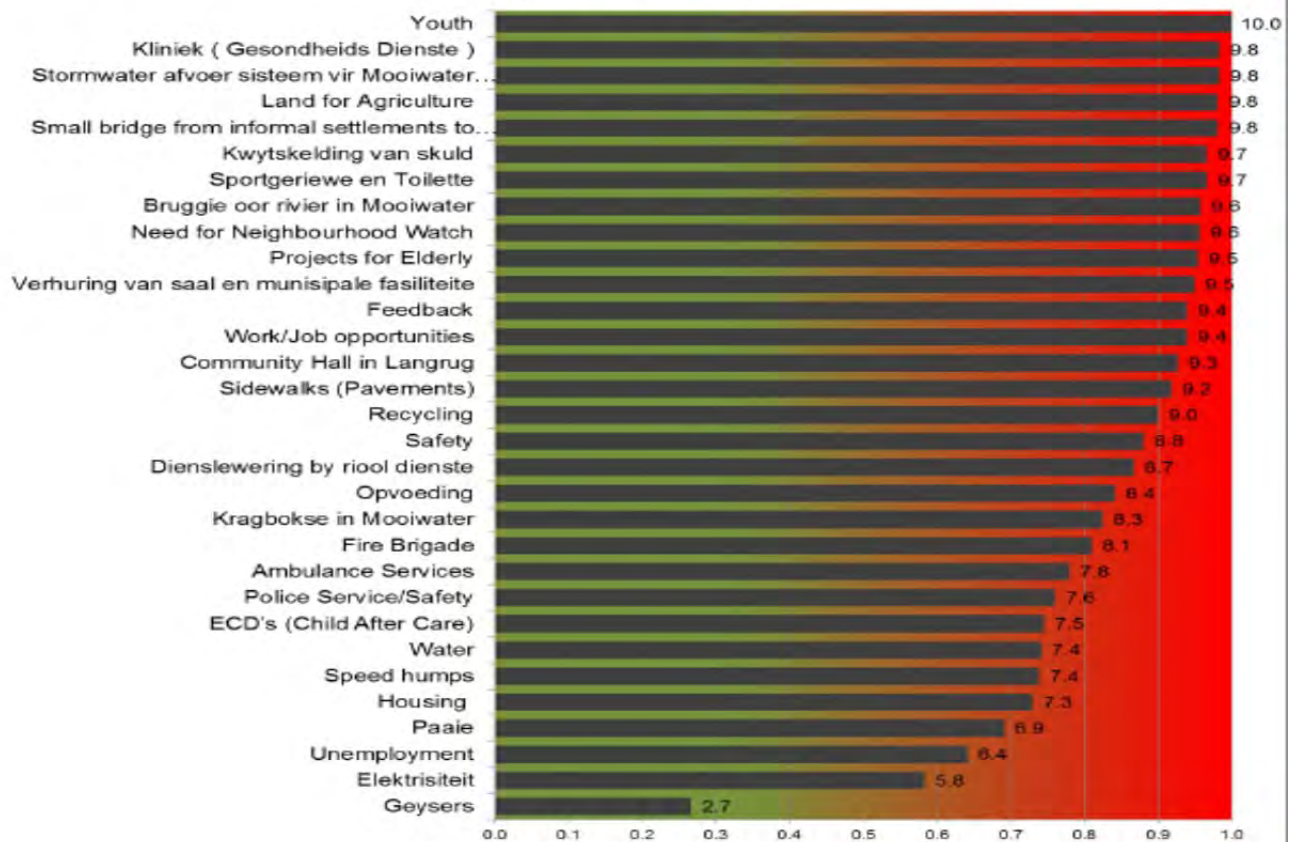
P-Index for Stellenbosch Municipality



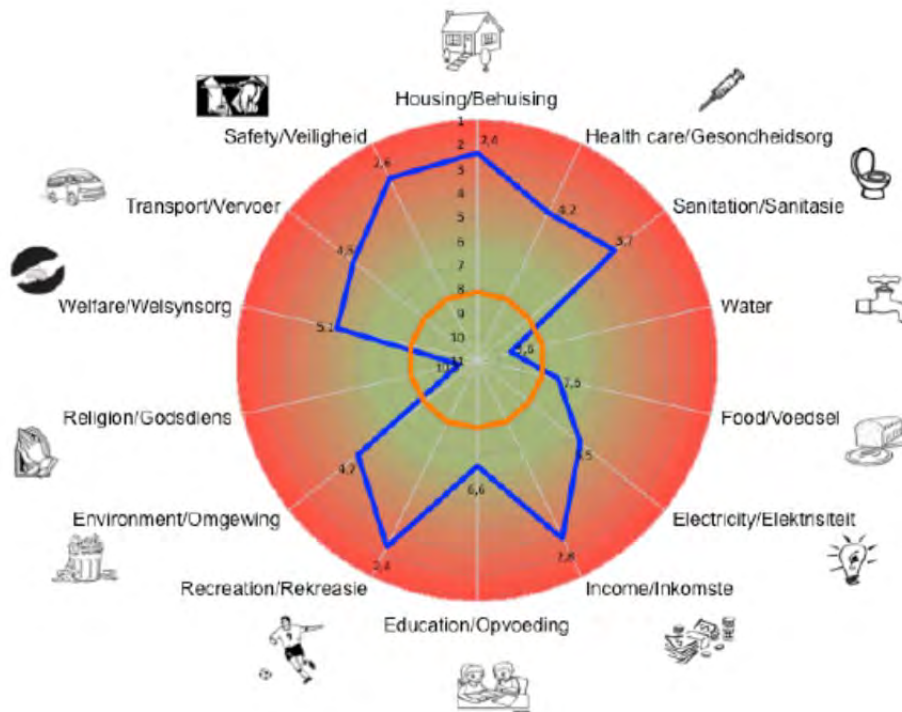
Community Index: Ward 01



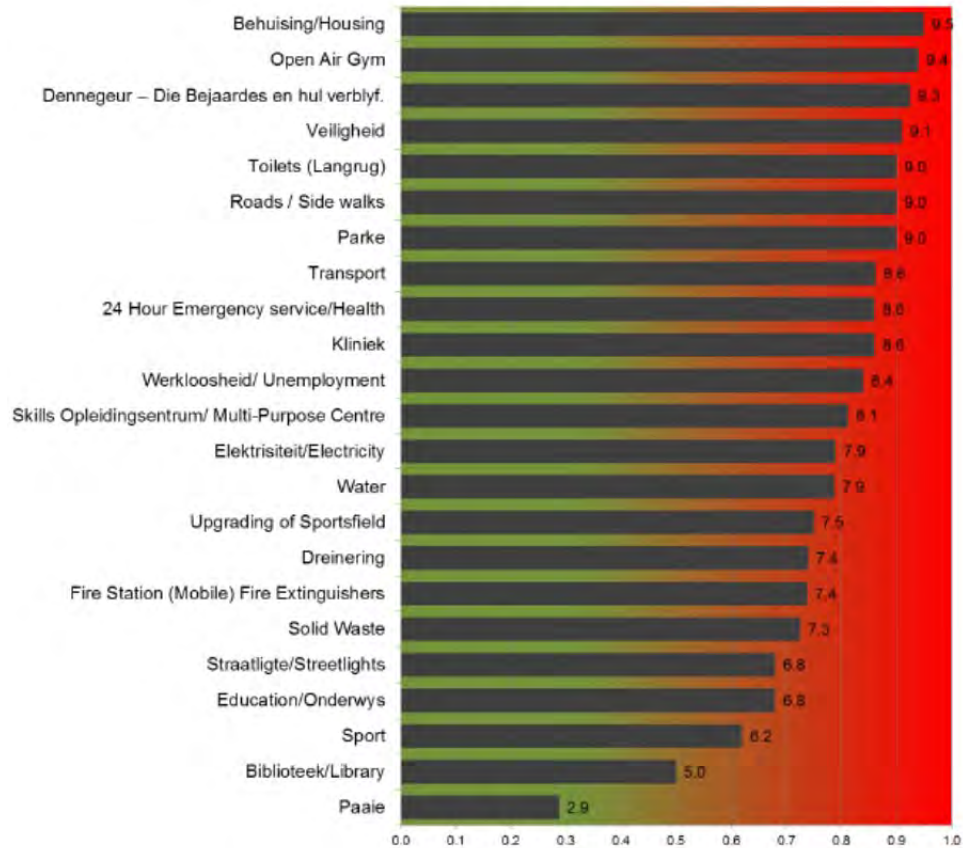
Ward 1: P-Index



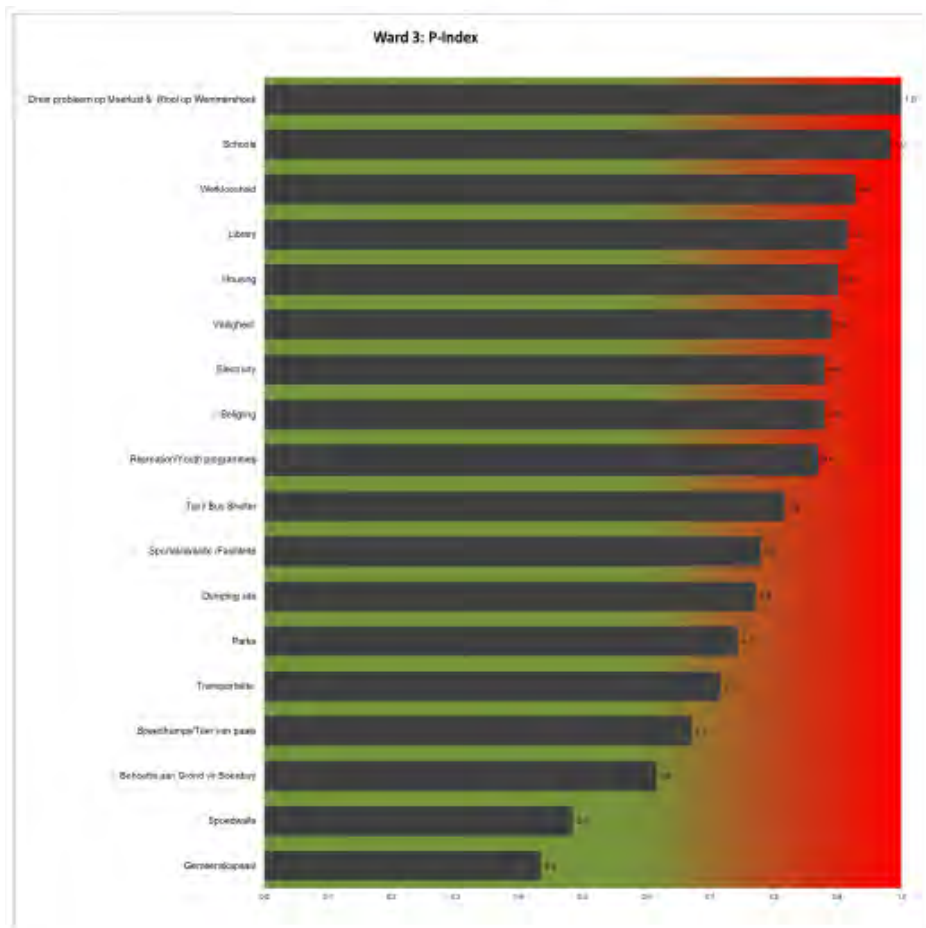
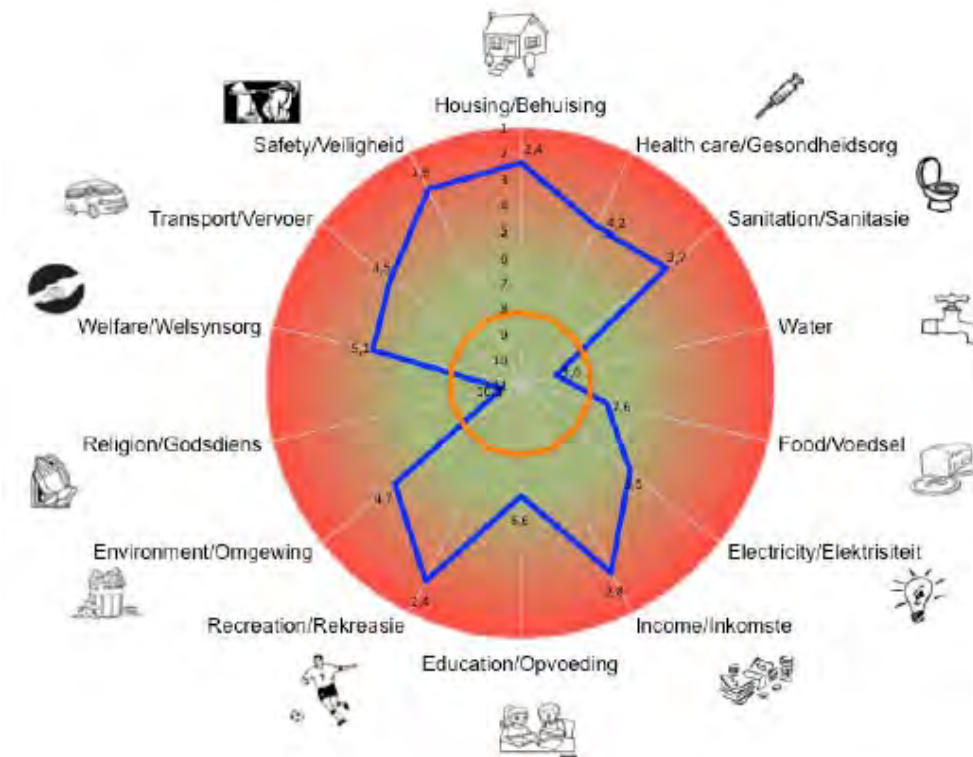
Ward 02: Community Index



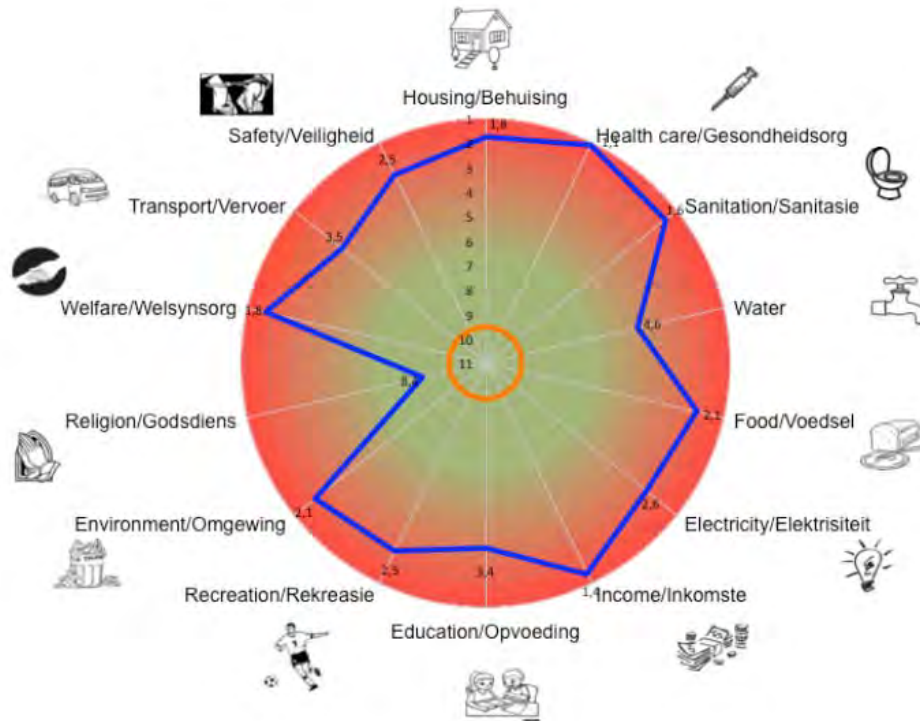
Ward 2: P-Index



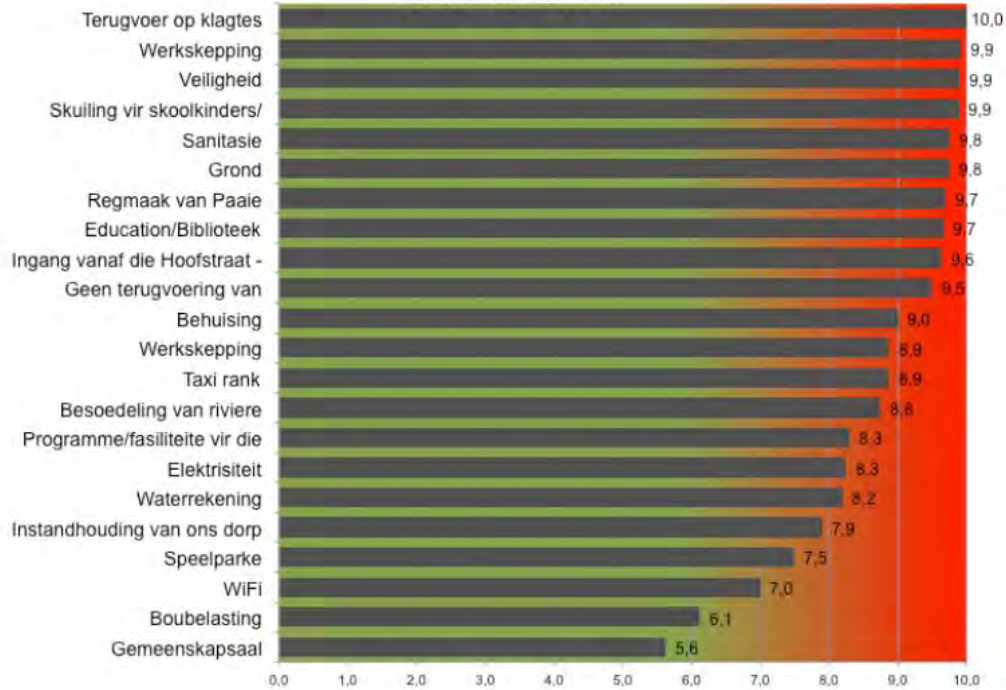
Ward 03: Community Index



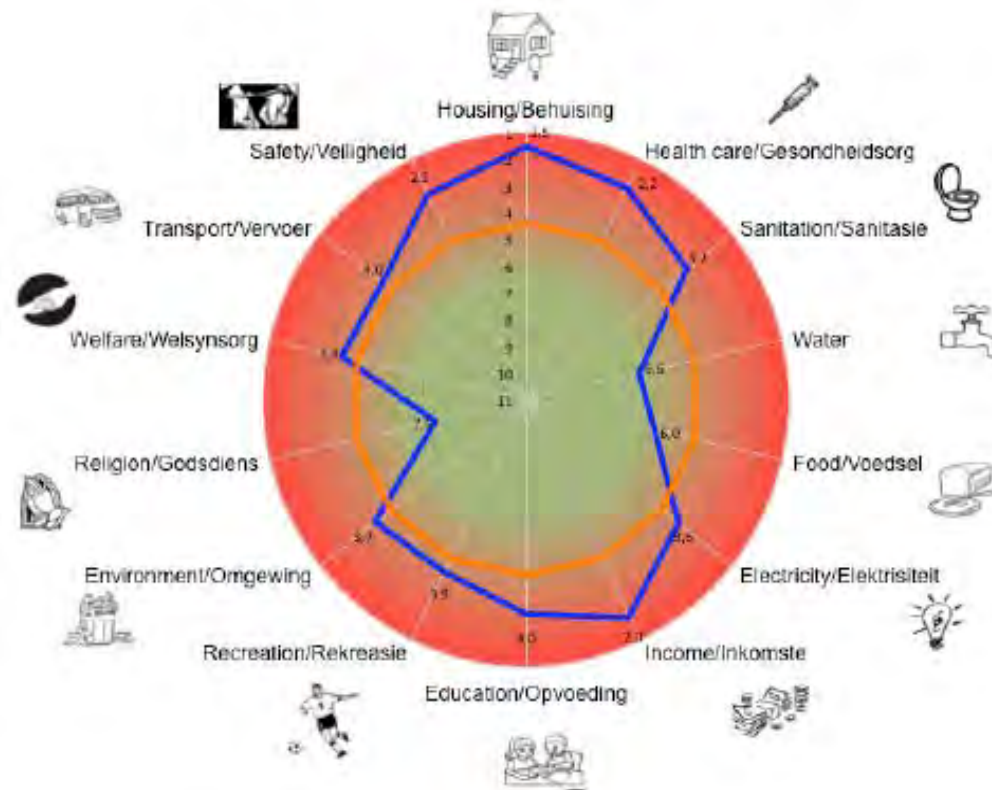
Ward 04: Community Index



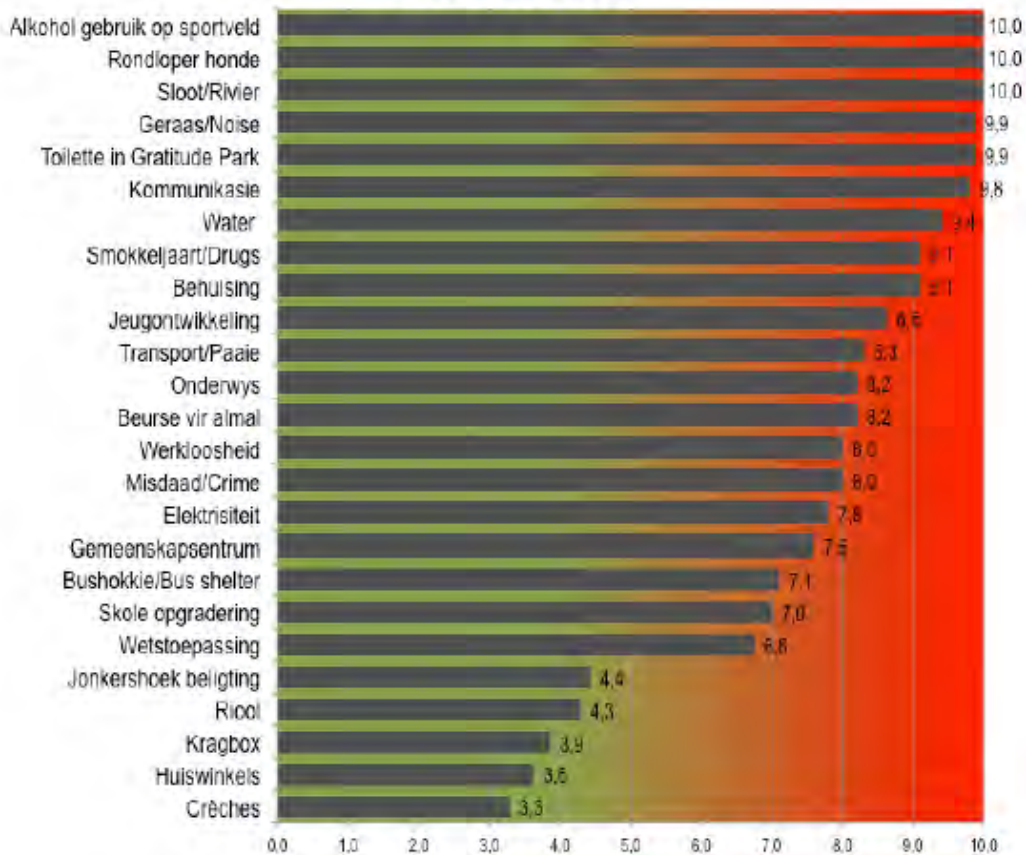
Ward 4: P-Index



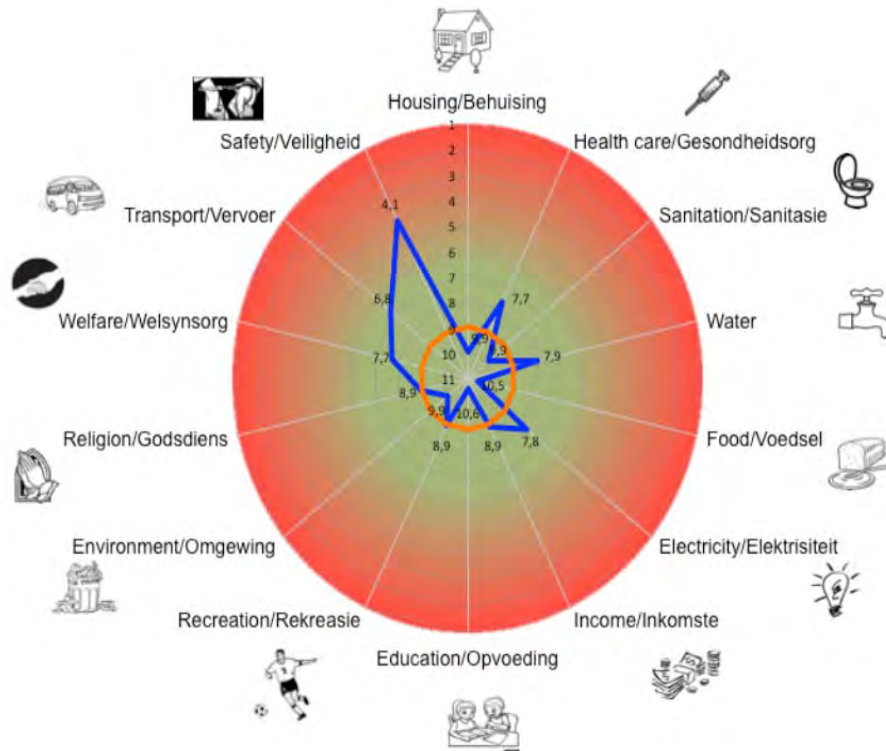
Ward 05: Community Index



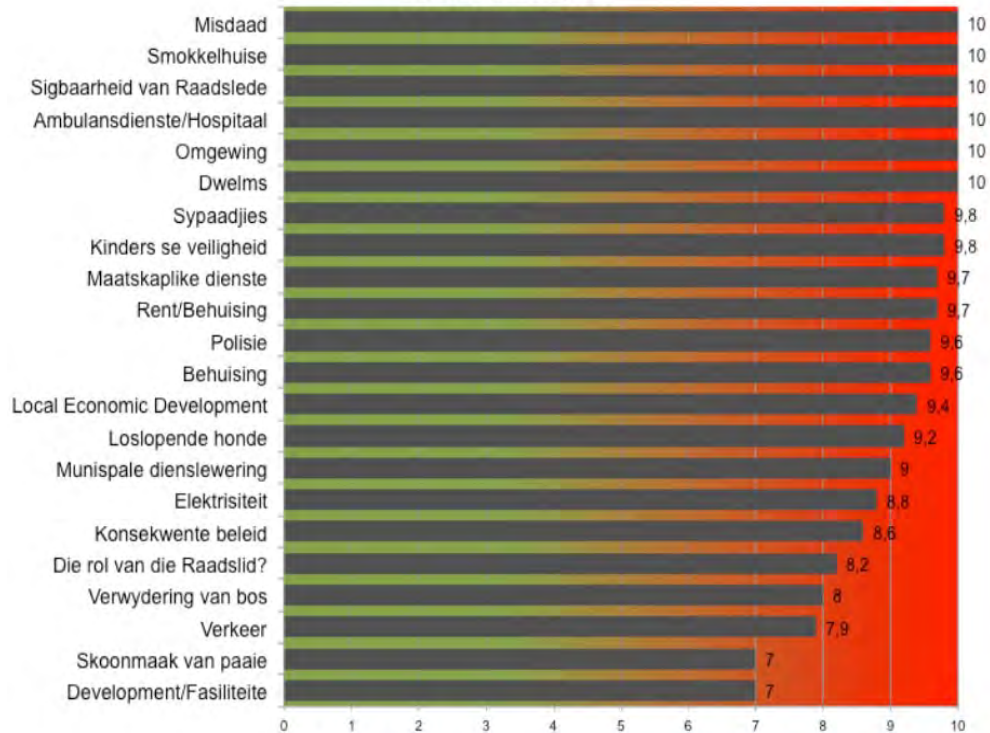
Ward 5: P-Index



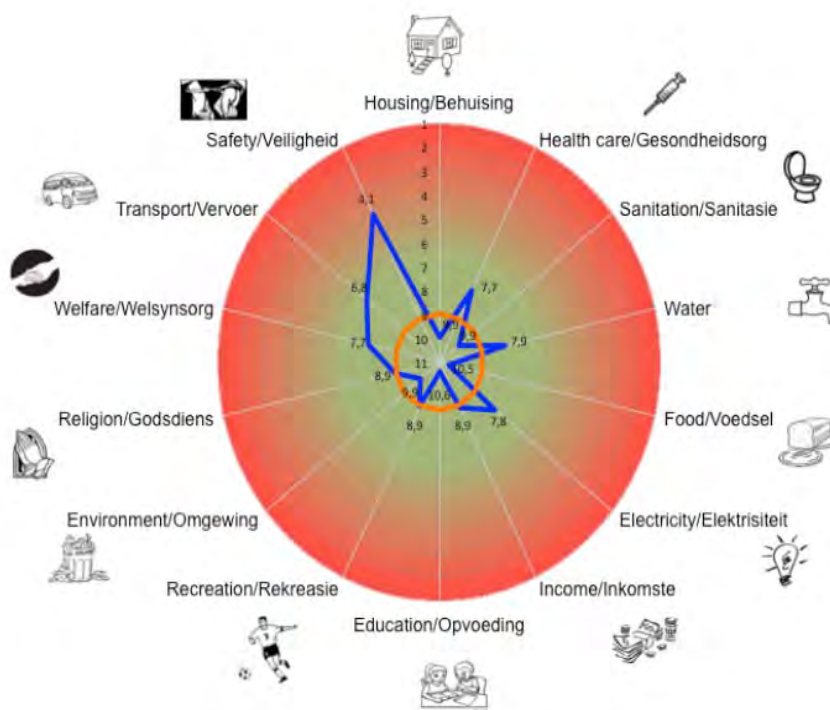
Ward 06: Community Index



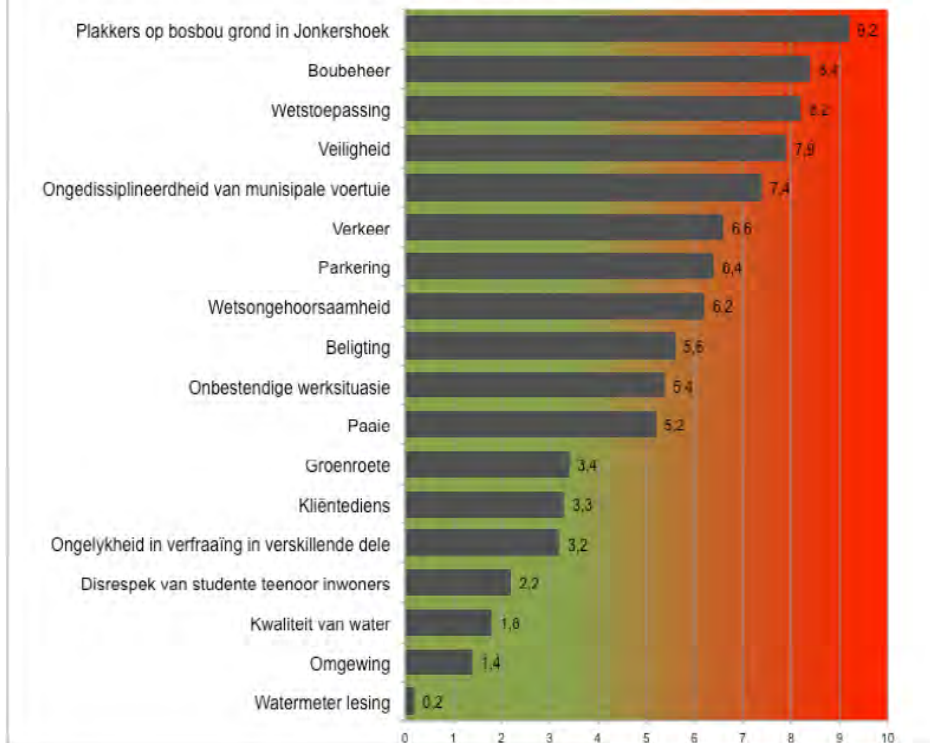
Ward 6: P-Index



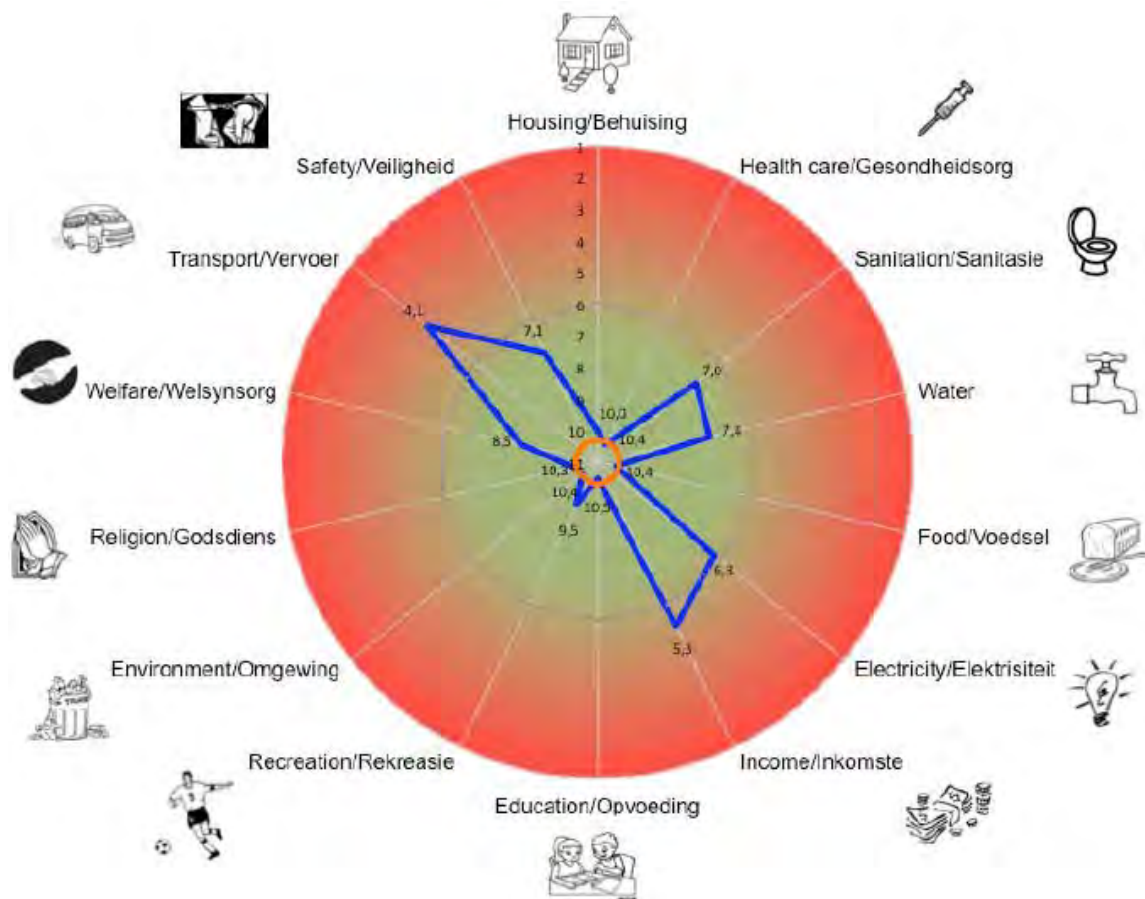
Ward 07: Community Index



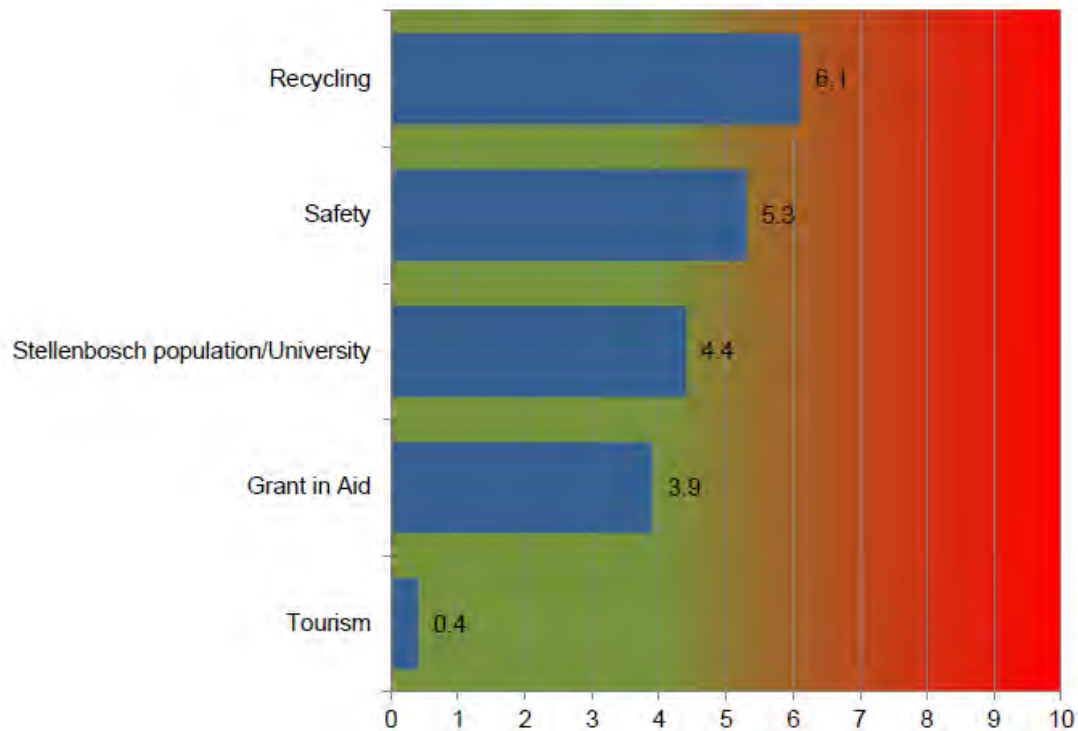
Ward 7: P-Index



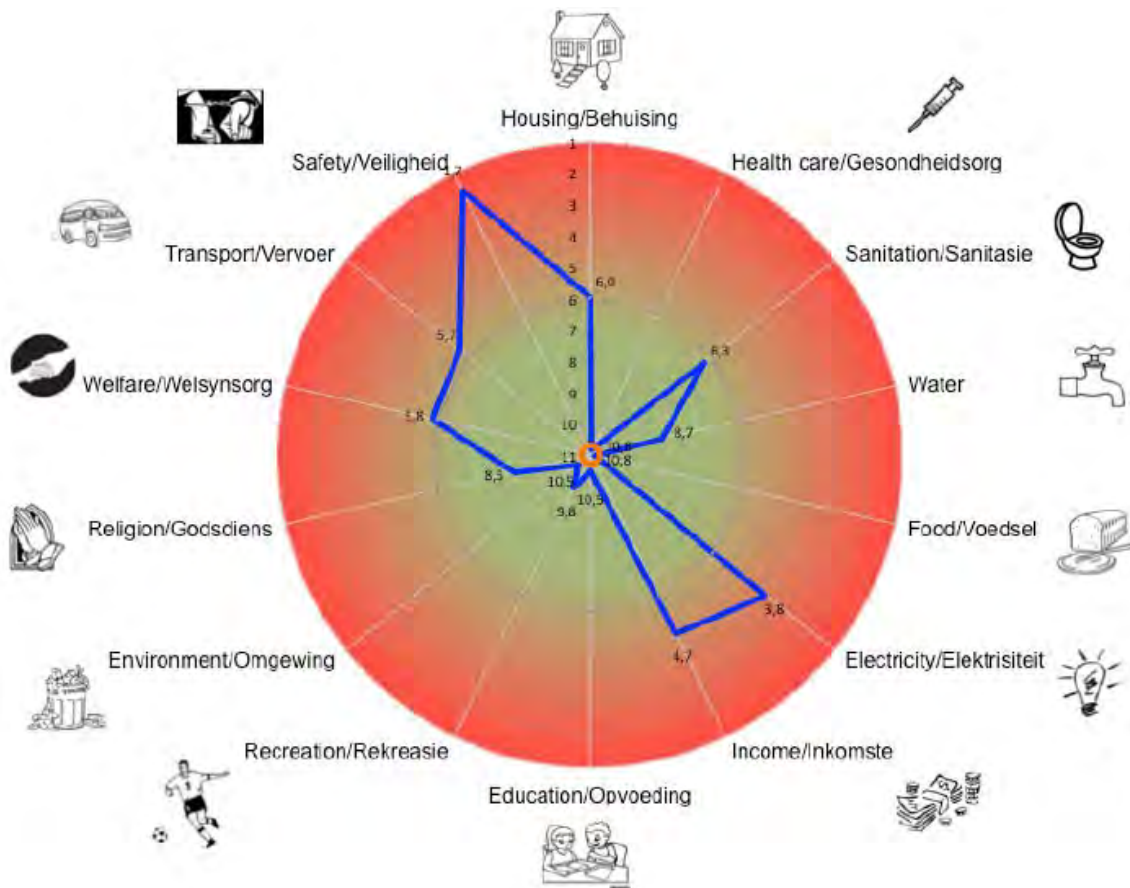
Ward 08: Ward Committee Index



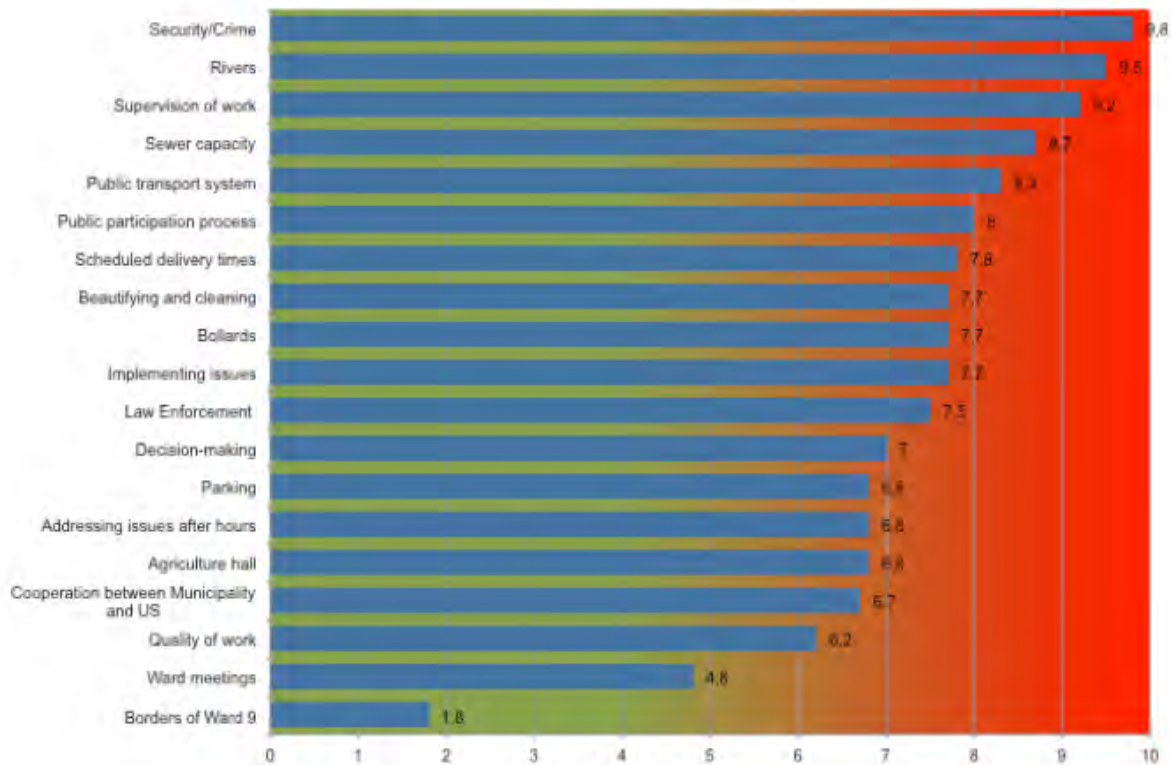
WARD COMMITTEE - WARD 8



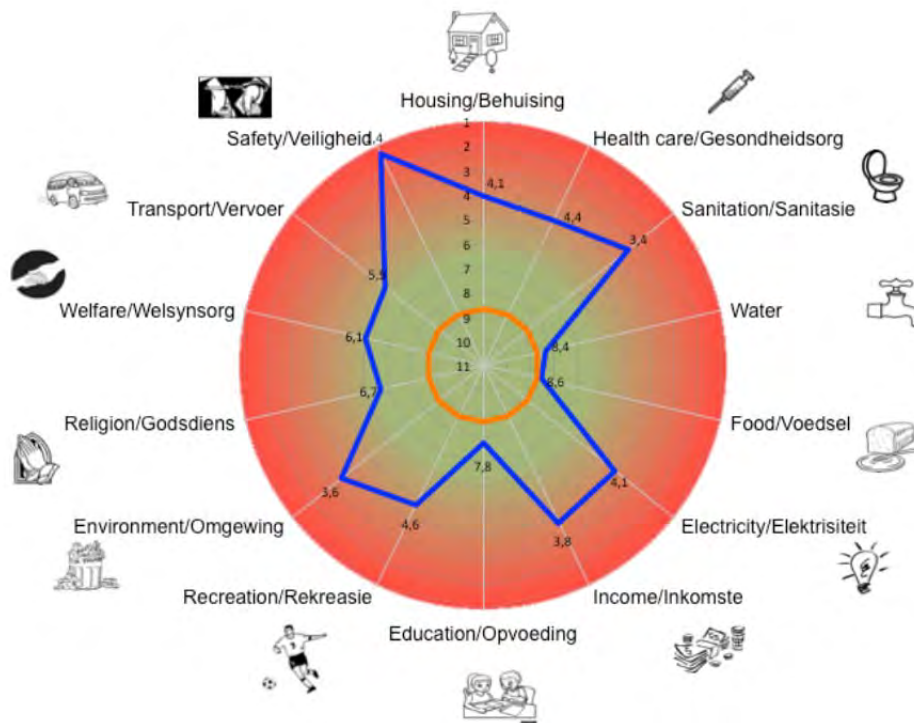
Ward 09: Ward Committee Index



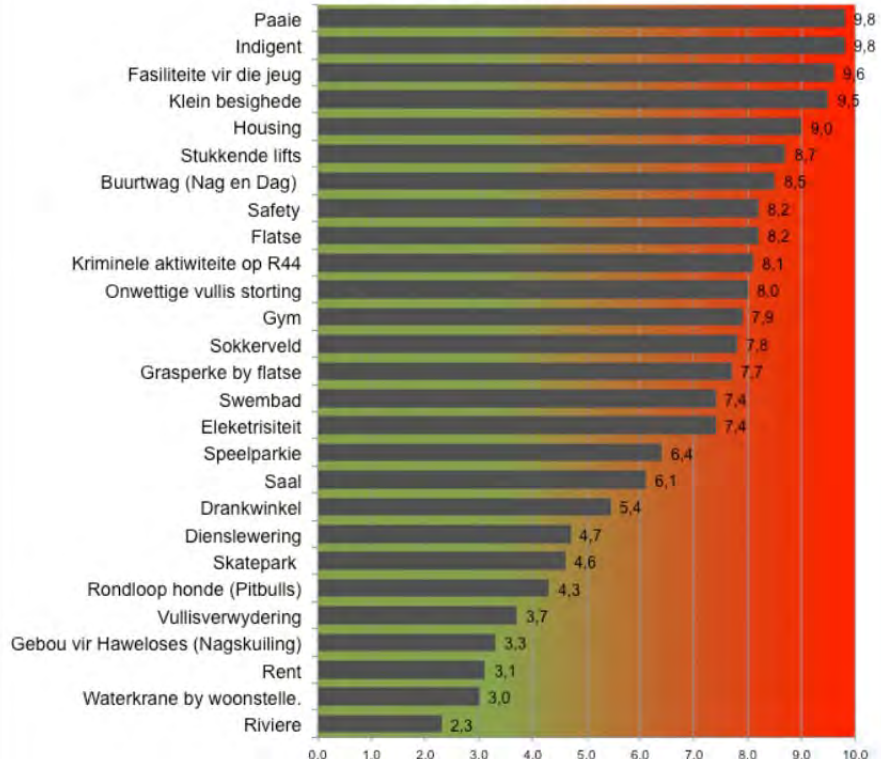
WARD COMMITTEE - WARD 9



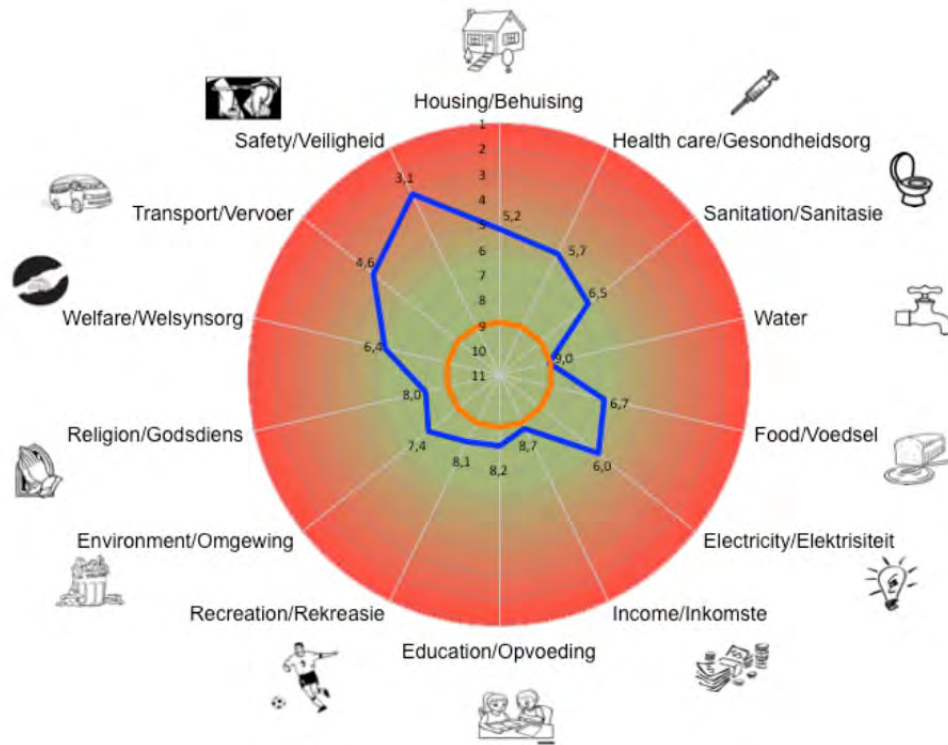
Ward 10: Community Index



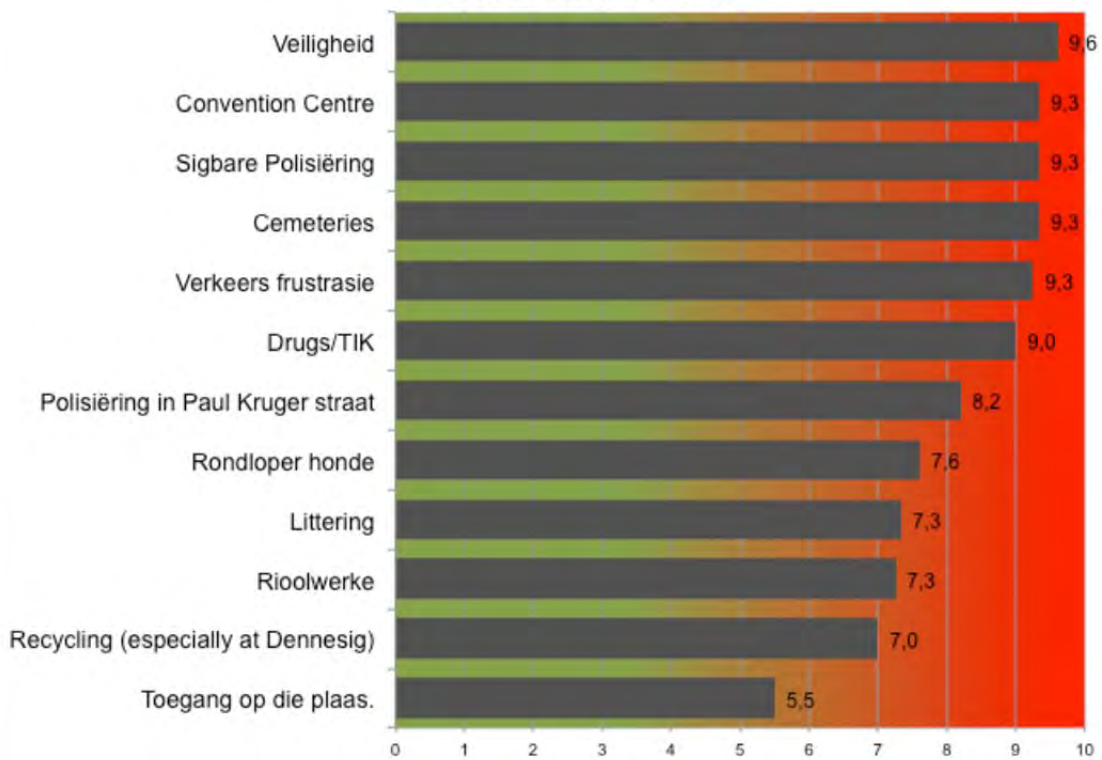
Ward 10: P-Index



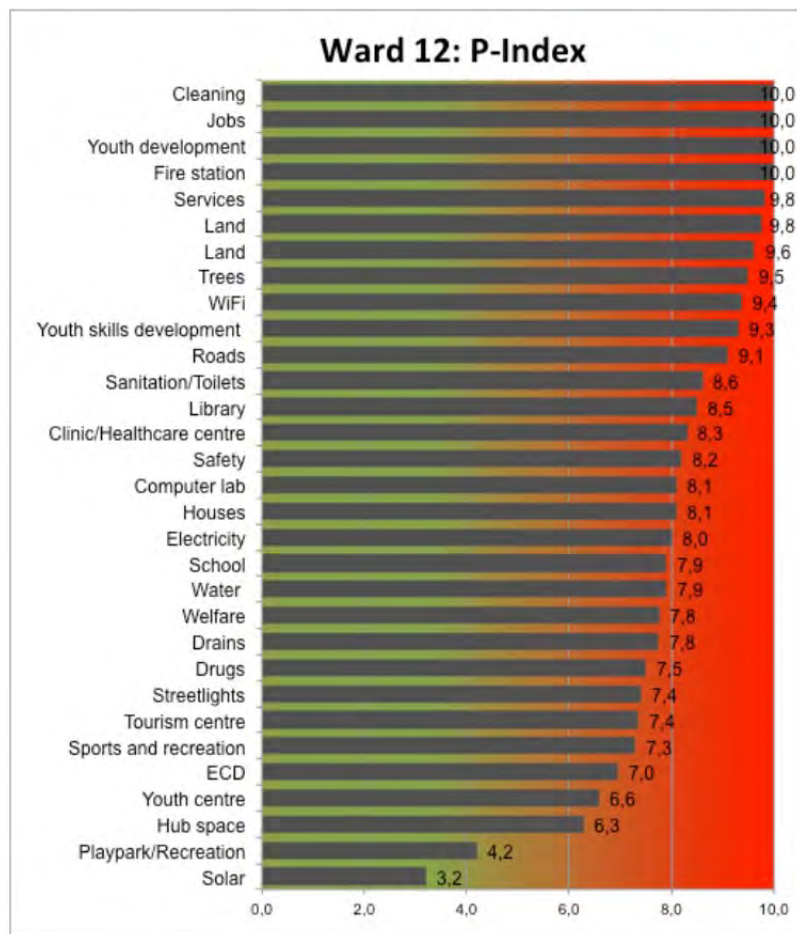
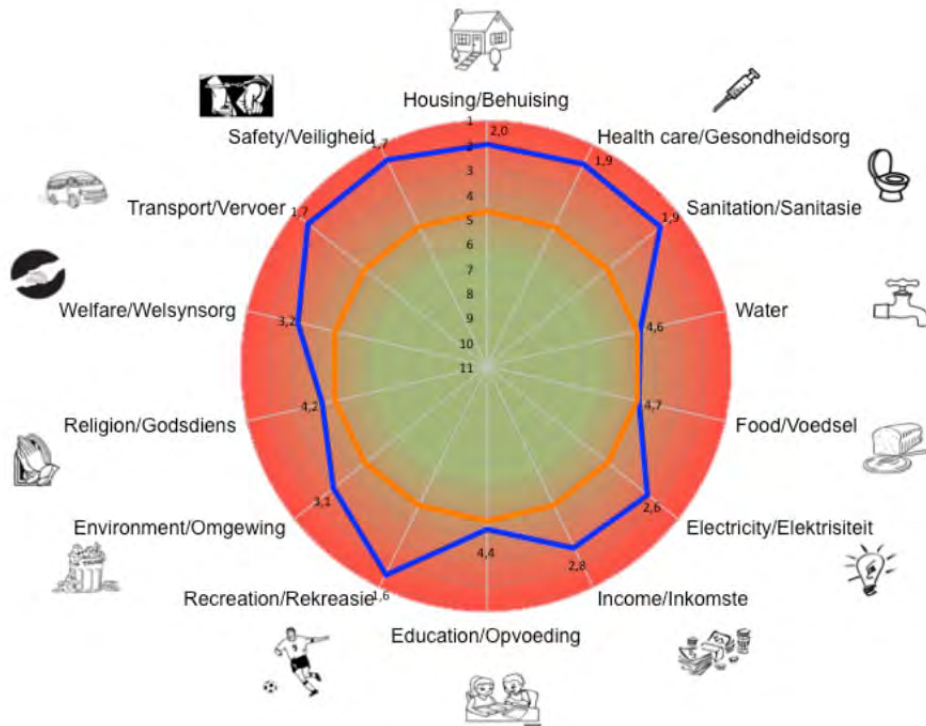
Ward 11: Community Index



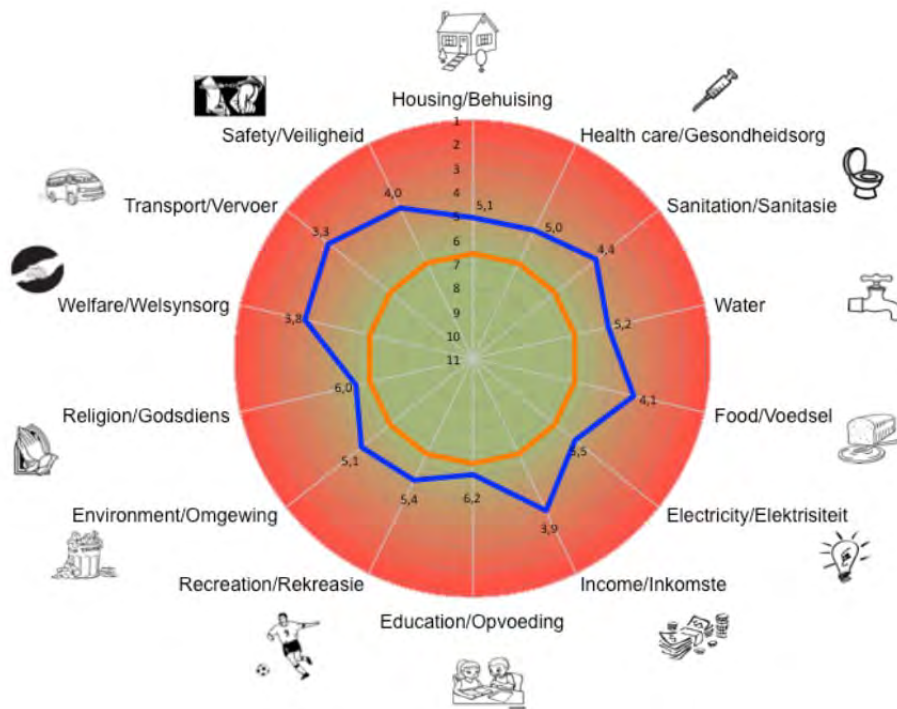
Ward 11: P-Index



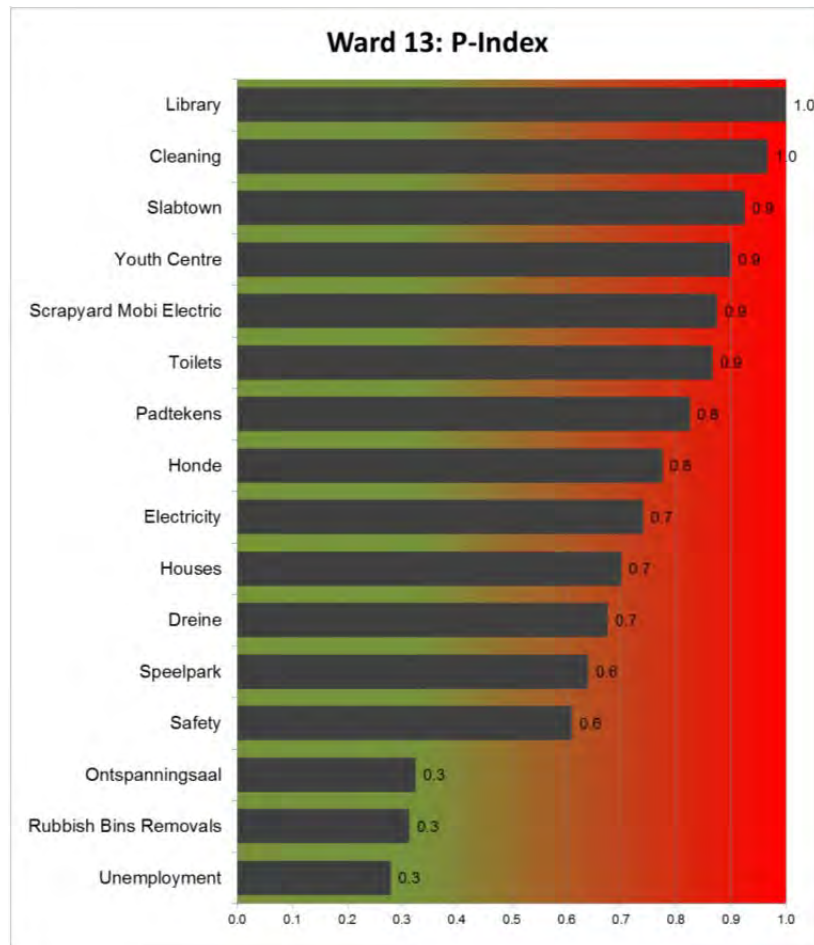
Ward 12: Community Index



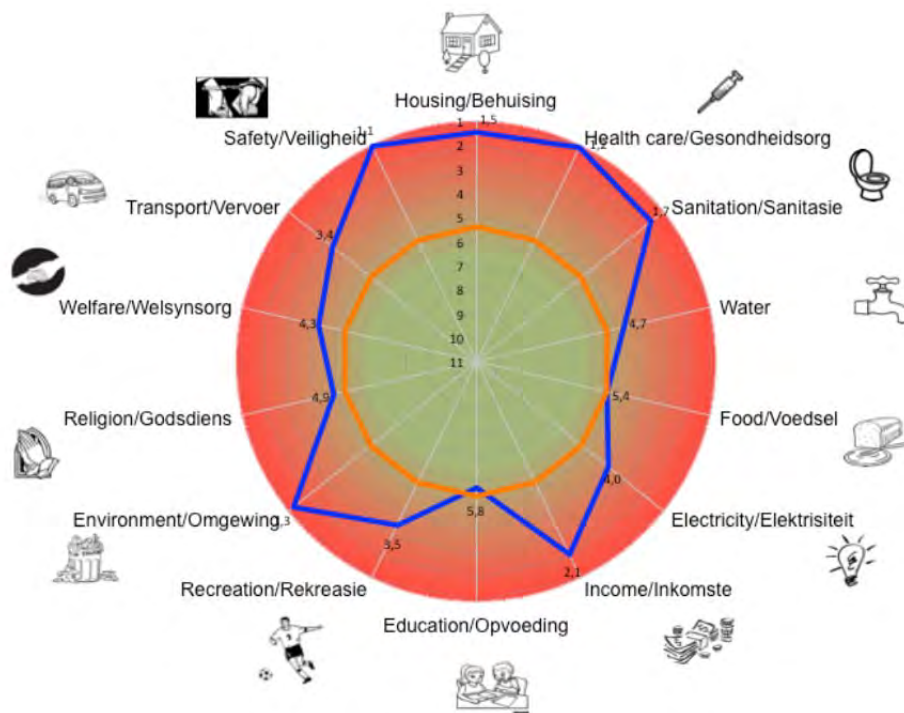
Ward 13: Community Index



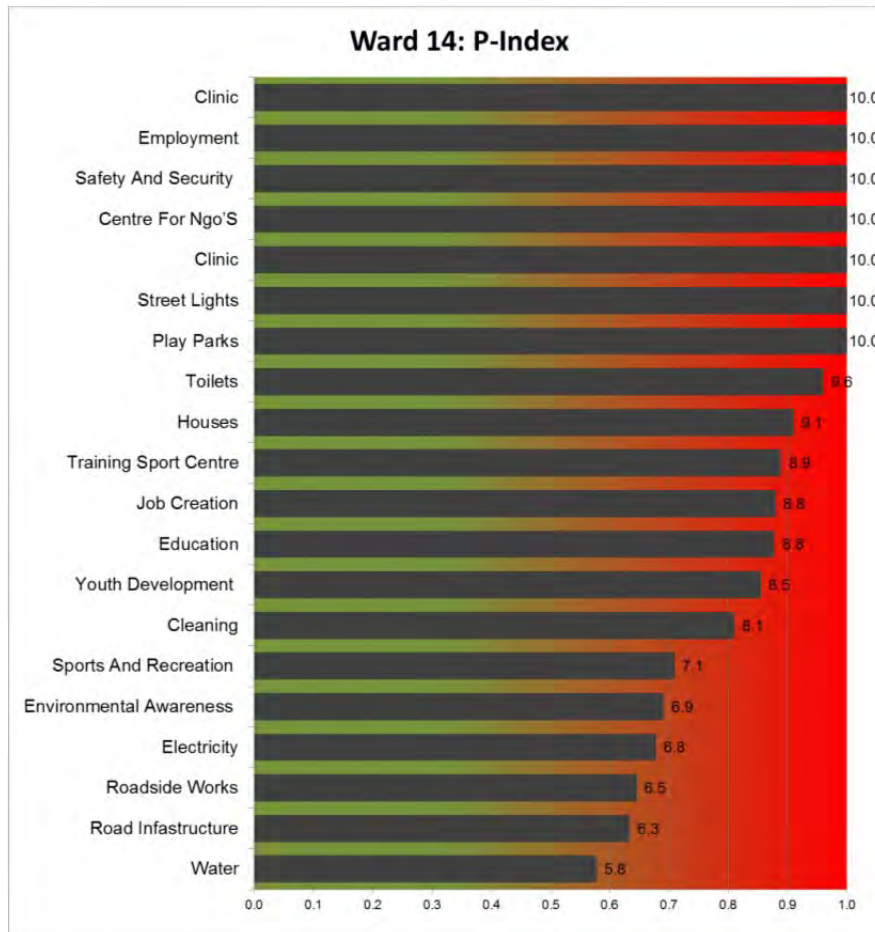
Ward 13: P-Index



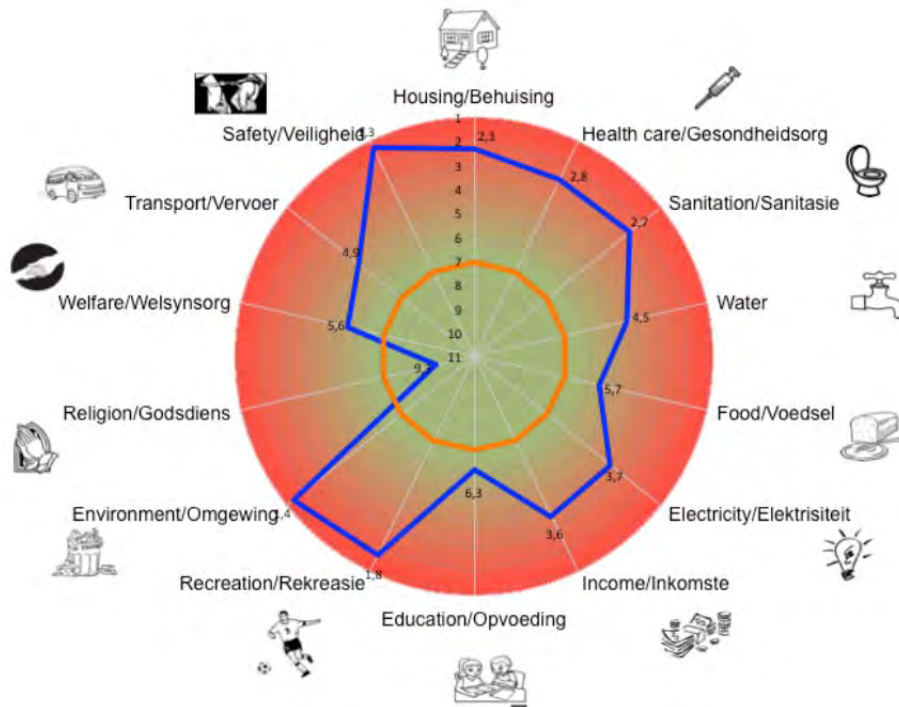
Ward 14: Community Index



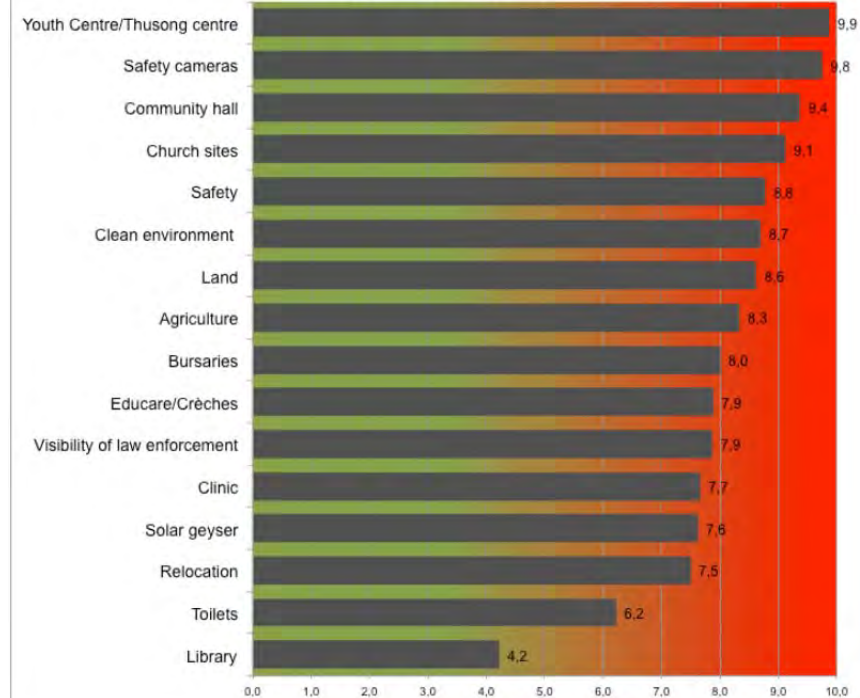
Ward 14: P-Index



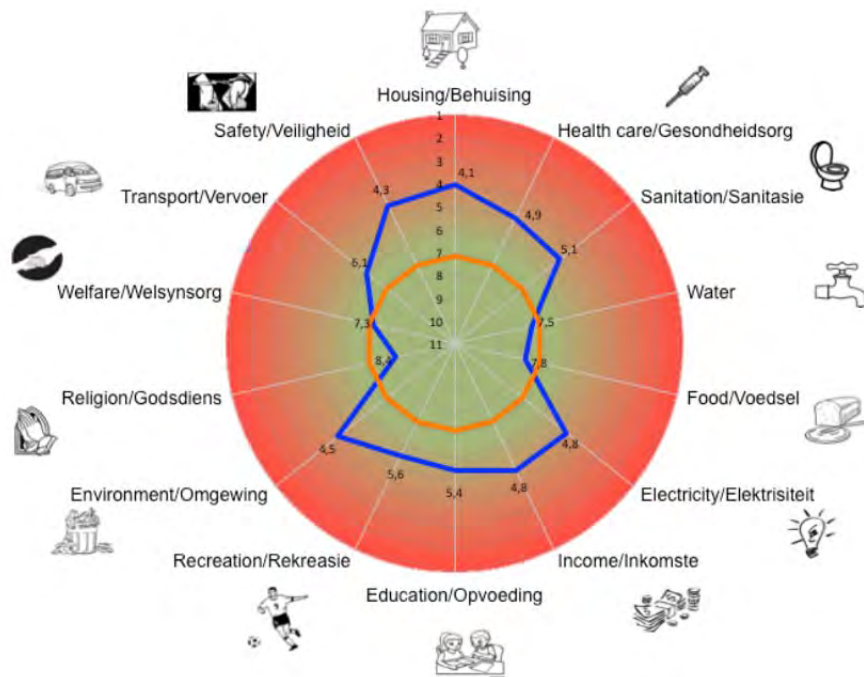
Ward 15: Community Index



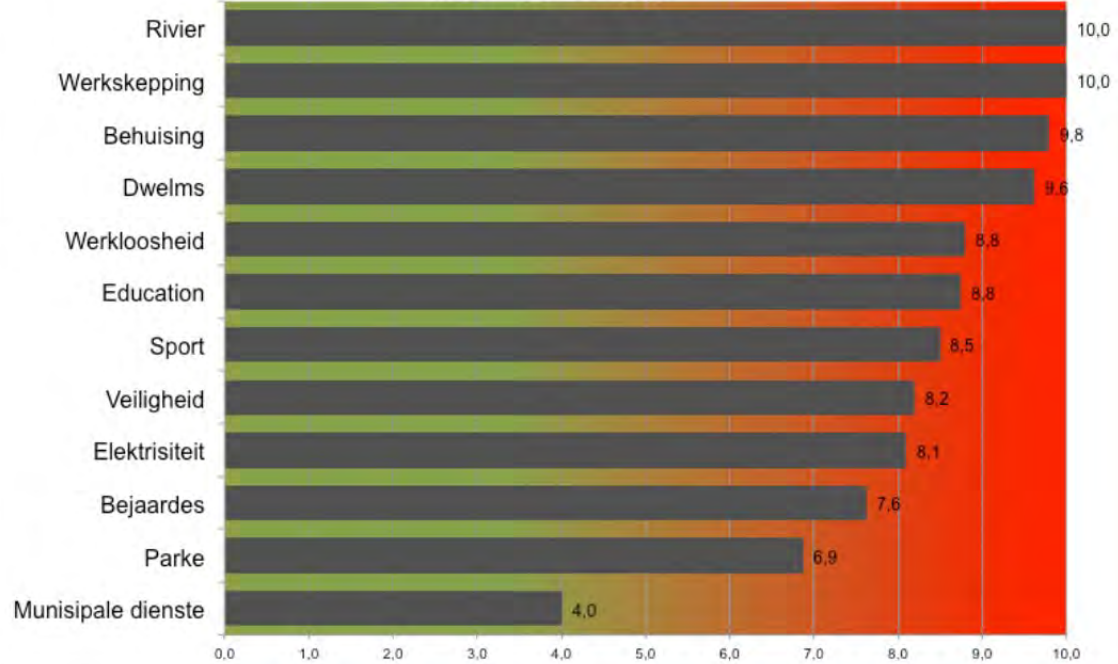
Ward 15: P-Index



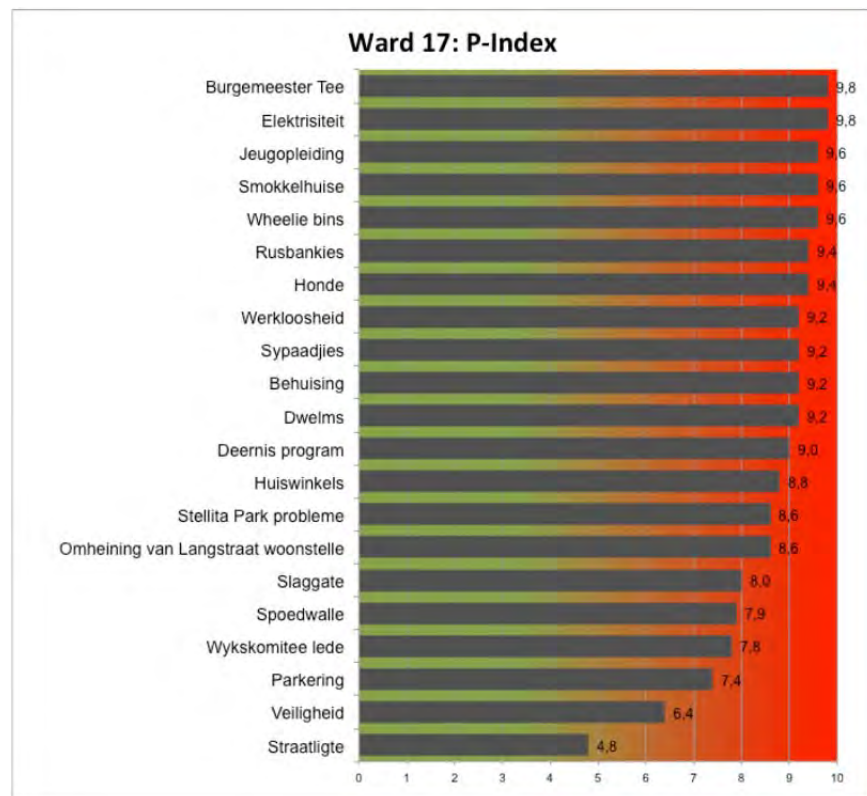
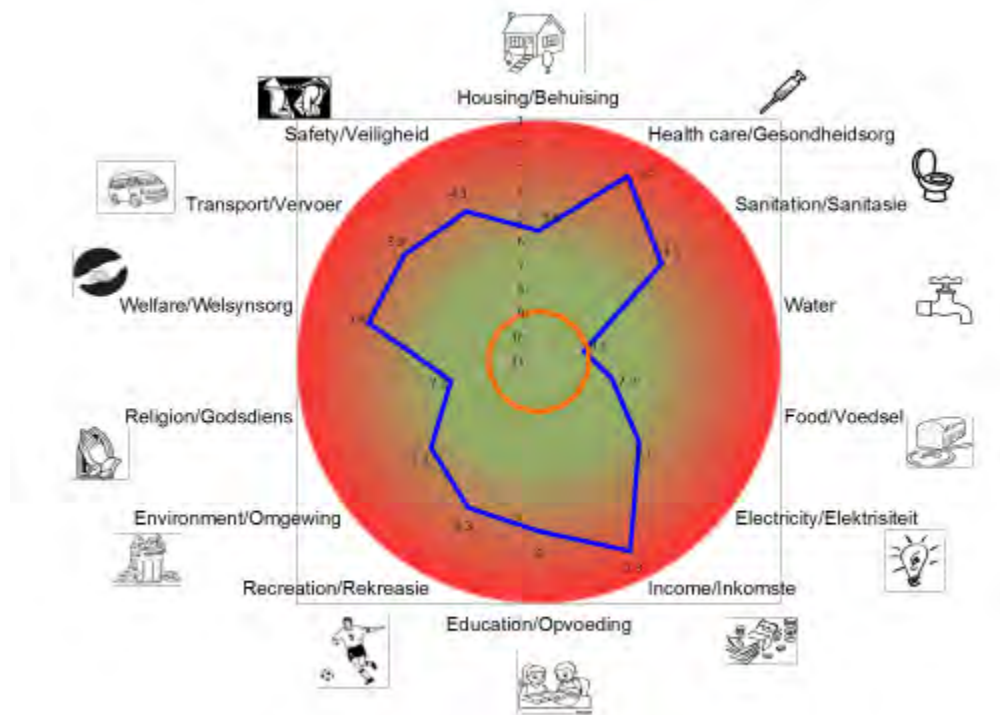
Ward 16: Community Index



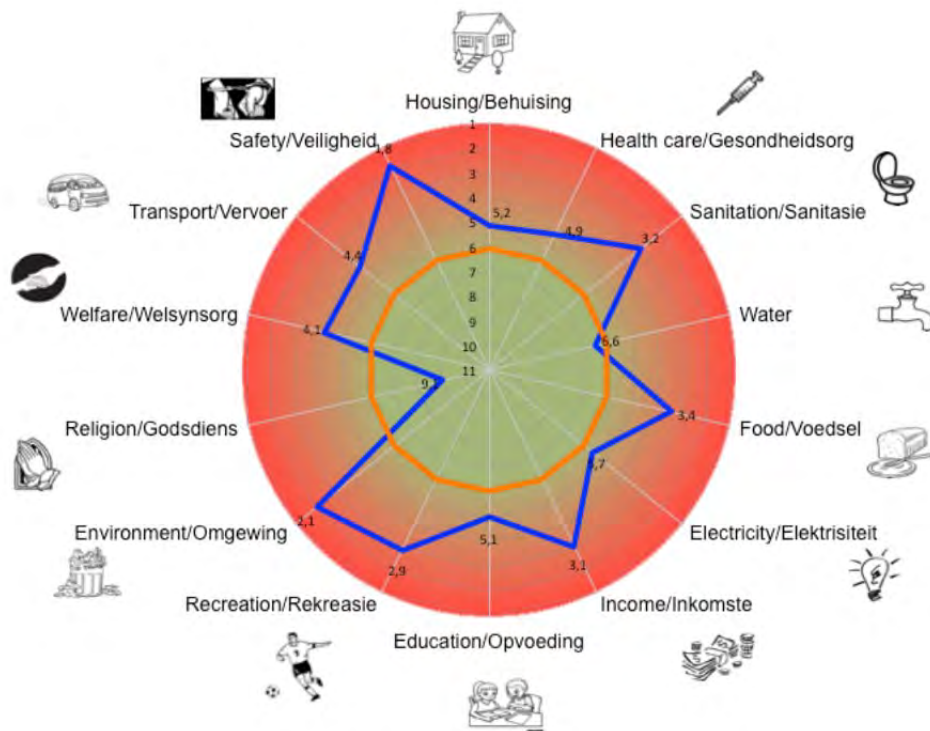
Ward 16: P-Index



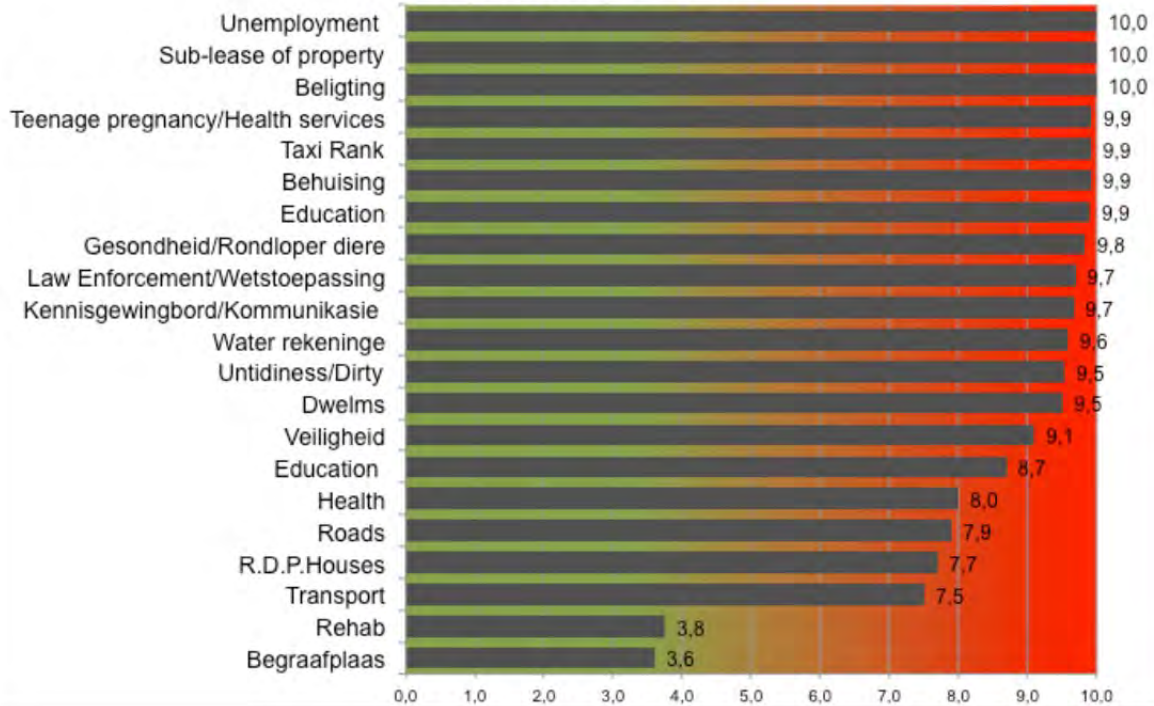
Ward 17: Community Index



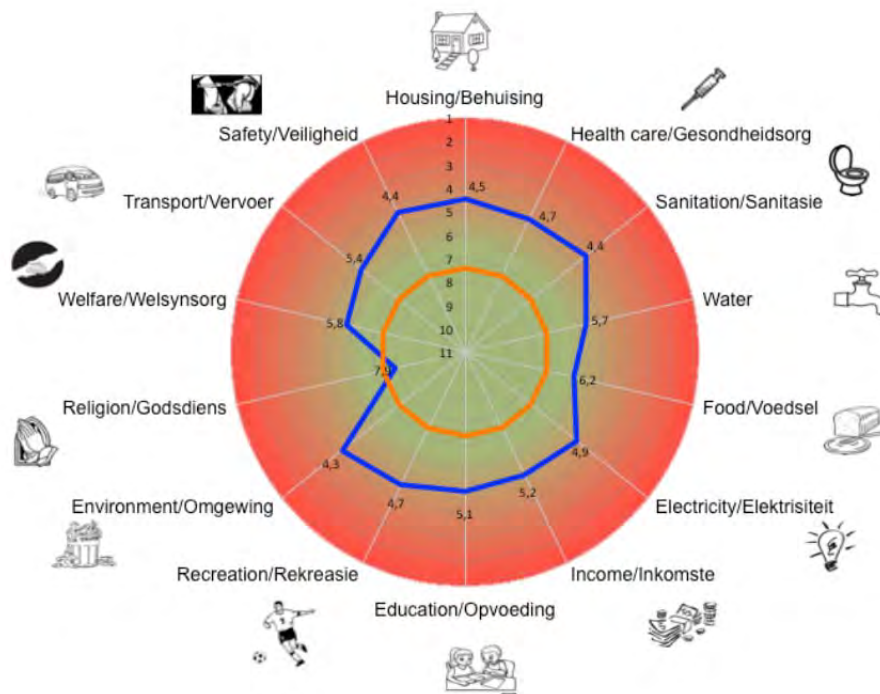
Ward 18: Community Index



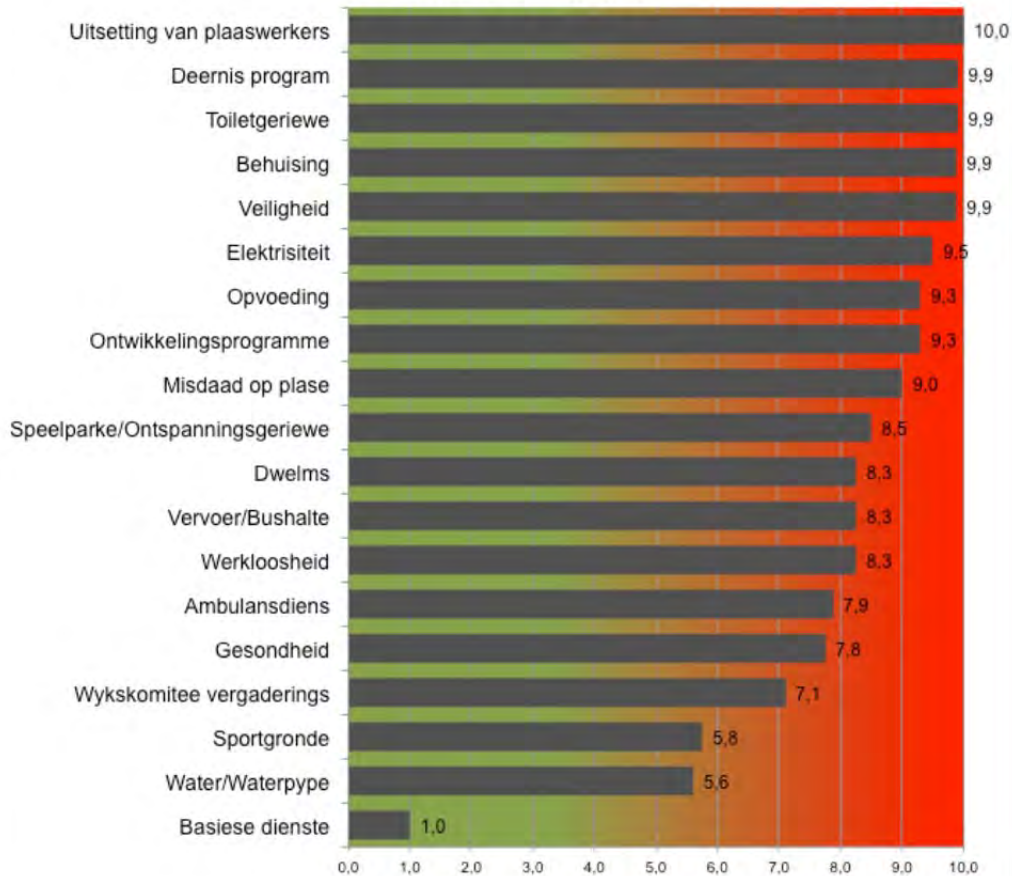
Ward 18: P-Index



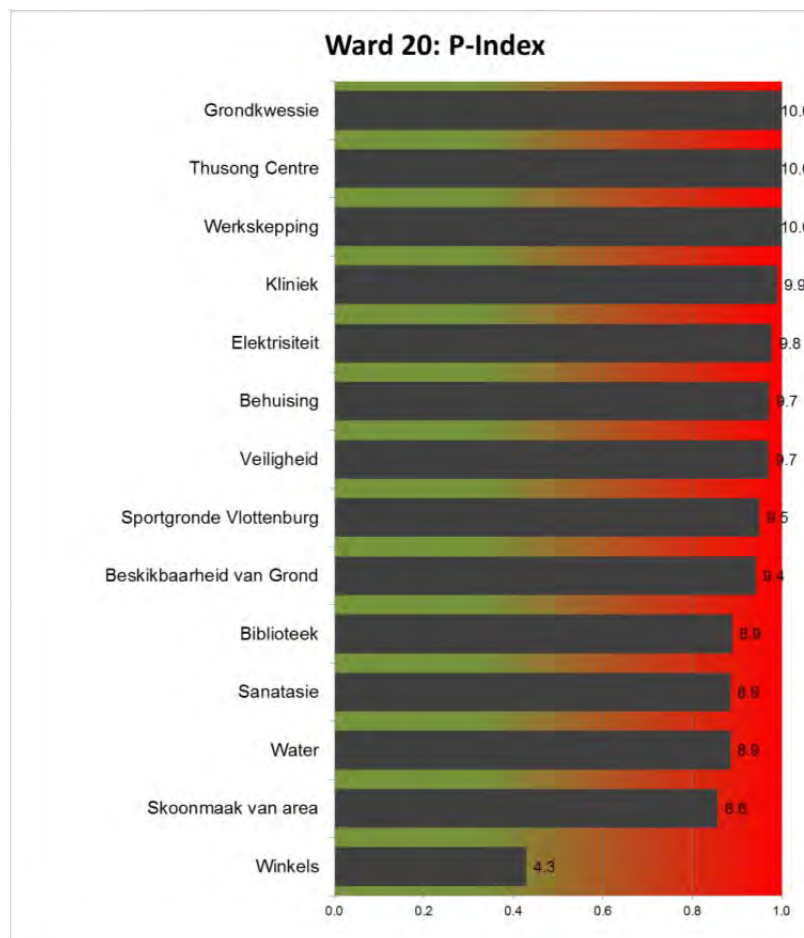
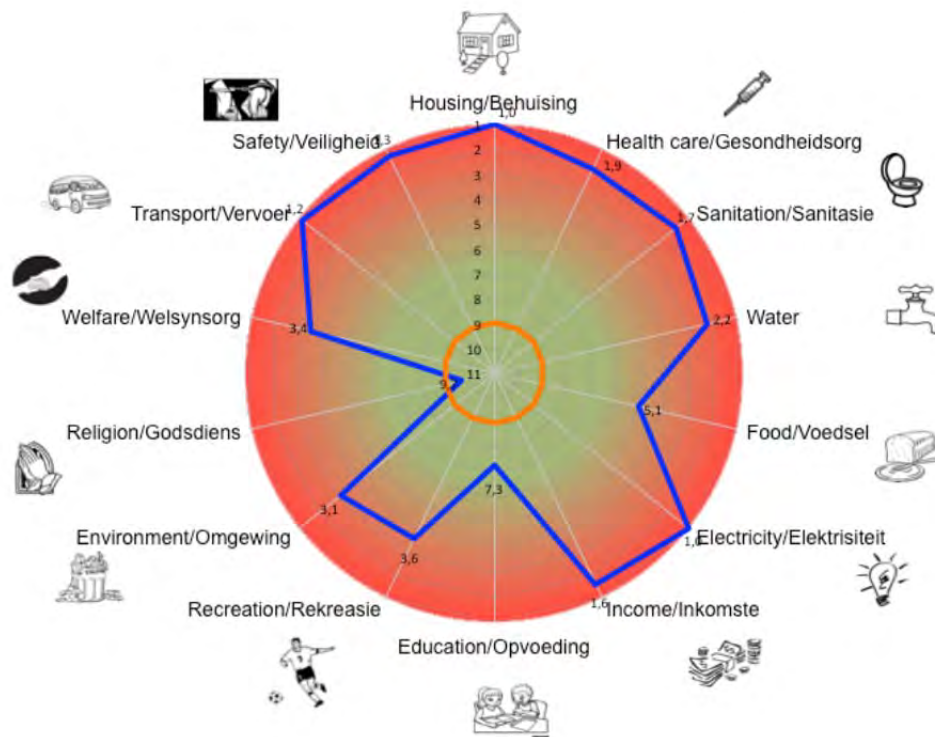
Ward 19: Community Index



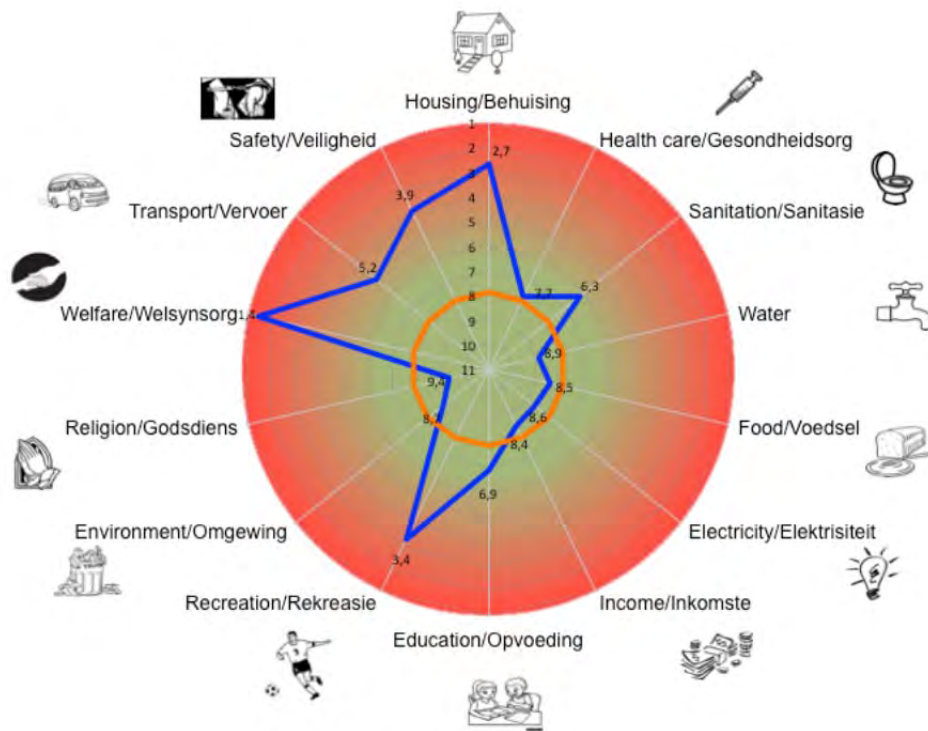
Ward 19: P-Index



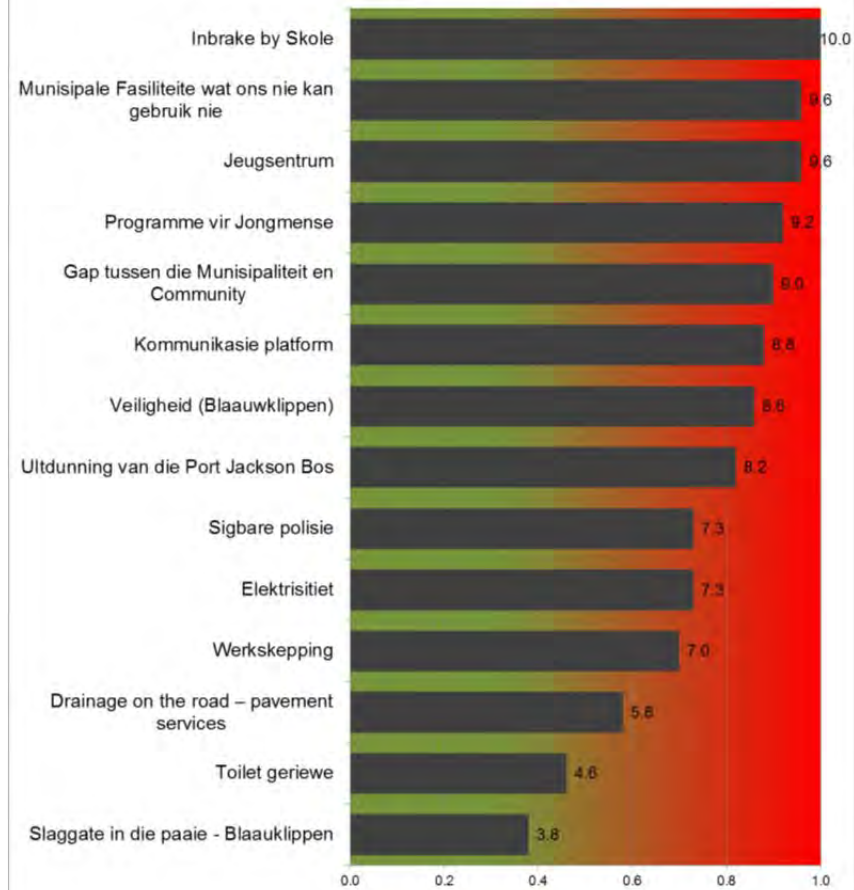
Ward 20: Community Index



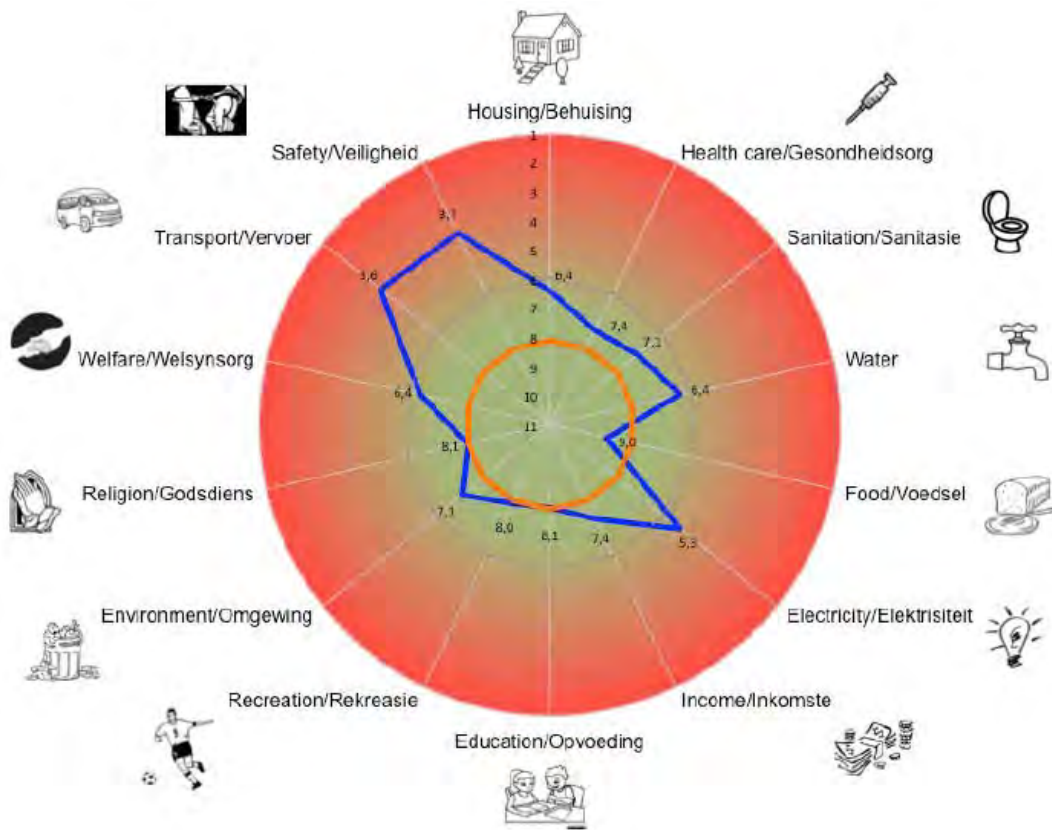
Ward 21: Community Index



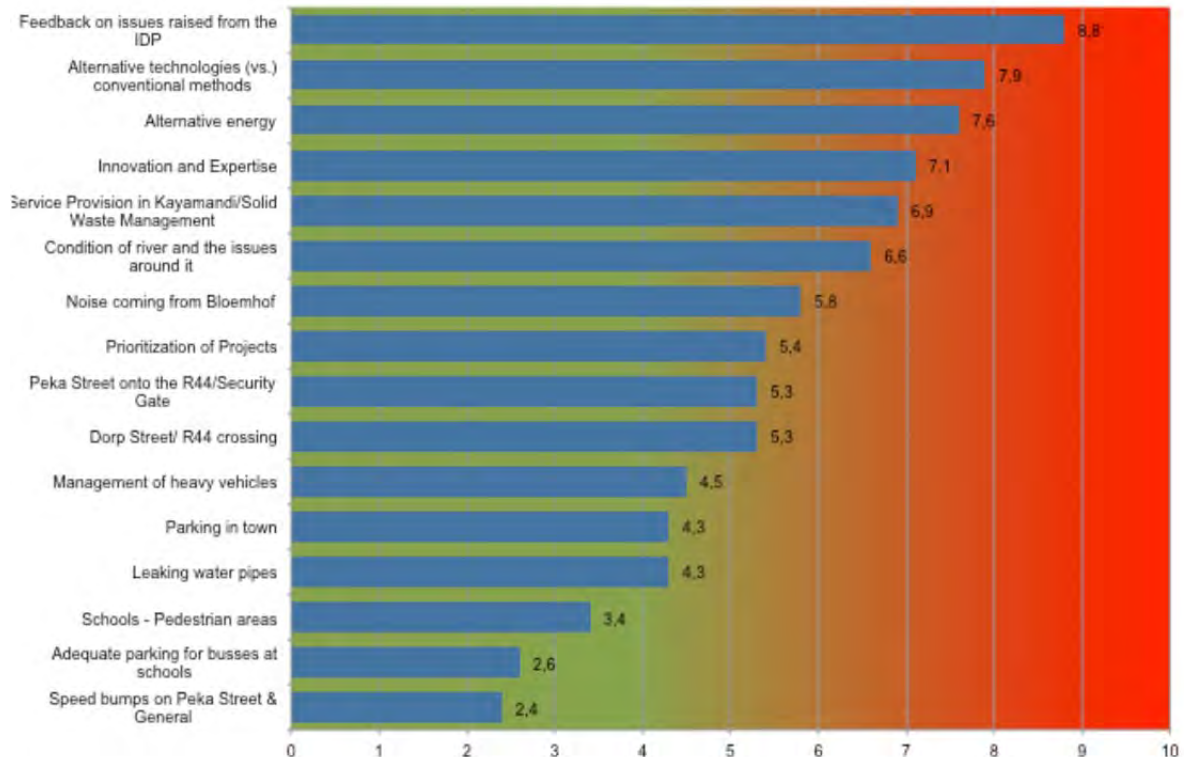
Ward 21: P-Index



Ward 22: Ward Committee Index



WARD COMMITTEE - WARD 22



STELLENBOSCH MUNICIPALITY BASIC NEEDS ASSESSMENT

Composite report on needs assessments done in
Wards 1-7 and 10-21



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1 INTRODUCTION

Municipal service delivery is currently in the centre of various manifestations of political protest or disillusionment among a broad spectrum of South African citizens. However, the level of discontent seems to differ from municipality to municipality and from community to community, as well as from ward to ward within a community. Because the general public often do not distinguish between the roles of politicians, central government and its various departments that operate on a local government level, district municipalities and local municipalities, the local authorities are constantly confronted with all sorts of complaints and/or protests related to poor service delivery. These complaints are sometimes simply unfair to local authorities, as the public is often unaware of what the functions of local authorities are in addressing the needs of the people in their respective geographical areas. At the same time, community leaders also often find it difficult to respond to the demands of the people, simply because they have to resort to an intuition approach as to what the needs in a particular community would be. This basis of this intuition could range from being well informed, to media speculation and political opportunism. The result is that the IDP process runs the risk of being derailed, as local authorities have to budget for monies to address the needs of the community as the end-user, through both responsive and responsible service delivery. The budgeting is a managerial decision-making process that cannot afford to miss the goal to address the real needs of any community as the end user, as the latter would simply create a ticking time bomb for protest action by the same end users. History has shown that such action could end up being very expensive and could sometimes slow down honest efforts to rectify the wrongs in a community. Therefore, the decisions of any municipal manager are only as good as the information it is based upon, and this holds true for people working with, or in local authorities on the complex topic of sustainable integrated development (IDP). Because of the uniqueness of every community, and therefore, each development project/programme in a community, any project/programme with sustainable development as its main purpose, should operate from a set of measurable baseline indicators as a point of reference in order to make it possible to monitor its successes and failures with regard to the anticipated outcomes of the specific projects/programmes. This is just one of the basic principles in any project management endeavour. In the absence of such baseline information, the public debate regarding municipal service delivery will always be a destructive and negative debate, which can only focus on the shortcomings in service delivery, simply because there is no relative historical reference point from which progress can be fathomed. Thus, complaints will always be directed towards what was not achieved to date, and often borders to the impossible.

In response to the various service delivery needs, the Public Participation Process (PPP) has been introduced as one of the basic sources of community information to feed into the Integrated Development Programme (IDP) for local municipalities. See table 1.1 below.

Phases	Key outputs of the PPP
1 – Analysis	<ul style="list-style-type: none"> • Assessment of existing level of development. • Priority issues or problems. • Information on causes of priority issues/problems. • Information on available resources.
2 – Strategies	<ul style="list-style-type: none"> • The Vision. • Objectives. • Strategies. • Identified Projects.
3 – Projects	<ul style="list-style-type: none"> • Performance indicators. • Project outputs, targets, location. • Project related activities & time schedule. • Cost & budget estimates.
4 – Integration	<ul style="list-style-type: none"> • 5-yr. financial plan. • 5-yr. capital investment programme (CIP). • Integrated Spatial Development framework. • Integrated sectoral programme (LED, HIV, Poverty alleviation, gender equity etc.). • Consolidated monitoring/performance management system. • Disaster management plan. • Institutional plan. • Reference to sector plans.
5 – Approval	<ul style="list-style-type: none"> • The output of this phase is an approved IDP for the municipality.

Source: <http://www.dwaf.gov.za/WAR/documents/IDPprocess.pdf>

Table 1.1: The Integrated Development Programme methodology

Though designed from a philosophical point of departure of a “bottom up” management approach, the recent spate of violence and protests presumably triggered by a lack of service delivery, shows that the traditional PPP as dictated by the IDP process seems not to fully succeed in elevating the needs of the voiceless end users in communities to the level of decision makers in local authorities.

2 PRIORITY INDEX OF COMMUNITY NEEDS

In order to fill this gap, the **Priority Index (P-Index)** community basic needs assessment technique was particularly developed to elevate public participation to a level beyond current practices of ward and community meetings which lends itself to political manipulation on the one side, and/or public ignorance on the other side. Both serve no purpose in bringing the real needs of the community to the fore. The P-Index process uses scientifically proven and transparent principles to yield unfiltered information designed to feed into the composite body of knowledge needed by municipal decision makers at all levels of the decision command chain, including the budgeting process.

3 COMMUNITY INDEX AS BASELINE MEASUREMENT

Whereas the P-Index reflects the current, sometimes less obvious basic needs in a community, the **Community Index (C-Index)** was specifically developed as a **baseline** graphical depiction of the “state of the community”, and serves as the point of departure from which success or failure of service delivery and development projects in wards and communities can be monitored. Without the C-Index, progress or improvement of the quality of life in a target community would have no relative point of departure and will always be hard to prove. The P-Index and C-Index techniques do not only play a role during the **analysis** phase (Phase 1) of the IDP methodology, but also provides important information for the **strategizing** (Phase 2), **project** identification (Phase 3) and complex integration phases (Phase 4) with its respective key outputs as mentioned in table 1.

The following qualities of PPP information are generally considered to be indispensable to feed into any successful IDP process.

1. Information that gives a **true reflection** of the people’s needs in the community.
2. **Primary information** that is **unfiltered and not yet interpreted** and that could be made available for every department, discipline (engineers and social workers alike), or specific development interest from stakeholders in the target community.
3. Information that can be presented in such a way as to be **accessible** for further interpretation and implementation by specialists from diverse backgrounds in the various departments within a municipality.
4. A process that does not requiring sophisticated and expensive training and of which the **transparency** is obvious from a public perspective.

4 SOME INTRODUCTORY NOTES TO THE P-INDEX PRINCIPLE

The following principles serve as a brief introduction to the theoretical base of the P-Index technique used in this Stellenbosch Municipality baseline survey.

4.1 The cyclic helix successful community development

Underdeveloped communities are often caught in a *culture of underdevelopment* from which they find it difficult to extricate them. A vicious circle arises from a complex system of reciprocal influences between several subsystems in the community, resulting in an intrinsic inability to break free from hopelessness and underdevelopment. Although there may be a variety of causes for this phenomenon, they all tend to manifest as hindrances, preserving the cycle of underdevelopment and preventing the enhancement of quality of life. Until such time as these hindrances are removed, development is simply not possible (See Figure 4.1.1).

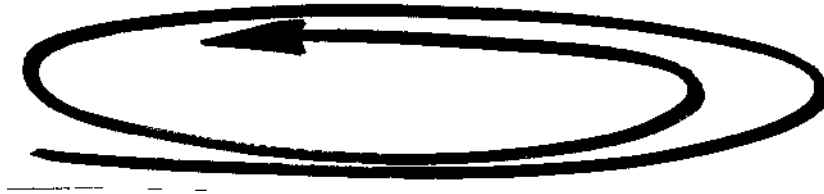


Figure 4.1.1: Vicious circle of underdevelopment

Hindrances refer to the target community's perception and experiences of their unsatisfied basic needs – those which they experience as keeping them from attaining a better quality of life and which are **outside of their locus of control**. In short, people experience something as a problem, if they do not have the capacity to do something about it.

If the basic needs of the community **were to be addressed**, one could expect that in due course, a new set of basic needs would emerge, and as this higher level needs become satisfied, the community will systematically achieve a higher level of quality of life. This process repeats itself by enabling the community in the course of time to identify a new set of hindrances that are outside their locus of control, that block progress to more advanced levels (See Figure 4.1.2).

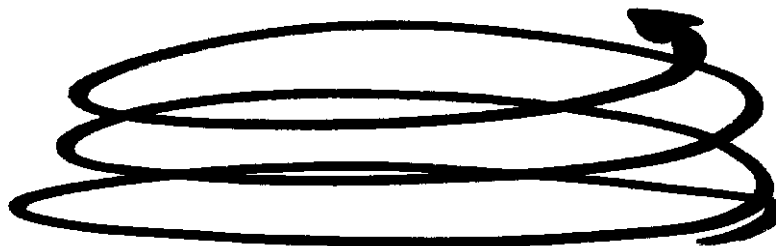


Figure 4.1.2: Cyclic development spiral

What is it that triggers this process? Or, to put it differently, how can the vicious circle of underdevelopment (Figure 1) be broken? The process simply kicks off when the basic needs of the community – as **identified by the community itself at a given point in time** – are addressed. If this process is not activated, stagnation occurs and the community will be trapped in a vicious circle of underdevelopment. The *fuel* for the process of community development resides in the community itself, and the match that must set the process alight, ignites when the community is assisted to address hindrances (unsatisfied basic needs) that were identified by the specific target community.

4.2 Using the Priority index (P-Index) to determine basic needs

The P-Index was specifically designed to prioritise the needs within communities or other target groups. It is aimed at (i) determining the *actual needs* of the community at a *given point in time*, (ii) ranking them in *order of importance*, (iii) without being *paternalistic*, (iv) in such a way as to reflect the *real differences in urgency* between the needs represented by the various items. Also, (v) illiterate, semi-literate, and highly educated individuals can all be used as respondents, and (vi) their opinions are all measured with equal validity. This is made possible by using a measuring instrument known as the Schutte Scale (Figure 3),

which also allows for ranking items without weighing one item against another. Furthermore, it also enables the community developer to obtain (vii) both quantitative and qualitative data.

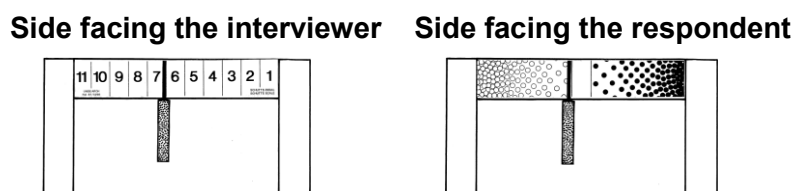


Figure 4.2.1: Example of the Schutte Scale

4.3 The difference between priority and importance

Efforts to determine the needs of communities tend to be based merely on the order of preference of respondents in terms of the perceived importance of the need. In practice, results obtained in this way have proved to cause more problems than they solve, particularly in lower level socio-economically communities. Such communities usually have a pressing need for whatever one may care to mention, so that ranking needs in order of importance is simply not meaningful. The P-Index surmounts this problem by conflating respondents' perception of the **importance** of a given facility with their current level of **satisfaction** vis-à-vis that facility (See Figures 4.4 and 4.5). As a result of this technique, a facility which respondents regard as very important, while at the same time being quite satisfied with the current state of affairs, will occupy a lower position on the P-Index than one sharing the same level of importance while being regarded as highly unsatisfactory. See the figures 4.3.1 and 4.3.2 below.



Figure 4.3.1: High importance, low satisfaction: **Priority high**



Figure 4.3.2: High importance, high satisfaction: **Priority low**

The P-Index information is presented as a graph that ranges from the highest to the lowest priority as discussed and measured in each ward. It is important that the reasons underlying the items (often presented as slogans among the public) reflected in the P-Index **should never be divorced from the accompanying narrative** why the item was mentioned in the various focus groups. The people from the community would i.e. say they need a “clinic”, but the underlying reasons in the narrative may indicate that it is the negative attitude and unprofessional conduct of the clinic staff, that is the real underlying problem that should be addressed - though it is projected as being a need for a “clinic”. Thus, from the narrative data it is clear that it is not necessarily a new clinic building that is needed. The same applies to the need for “roads” which are in many cases linked to proper storm water management, etc.

The combined list of needs discussed in the respective communities is presented with the reasons underlying each item as it was discussed. In order not to lose any detail, the information is not filtered and is presented verbatim in the table following the Composite P-Index graph. The reason why this data is presented in an unfiltered format is to make it accessible to all stakeholders for interpretation from their specific involvement and perspectives in the respective target communities.

5 USING THE P-INDEX TECHNIQUE AS PUBLIC PARTICIPATION

The advantage of the P- and C-Index processes is that it brings local people face-to-face with each other for open discussions about local needs in a neutral setting under the guidance of a neutral facilitator. In order to save expenses, the Stellenbosch Municipality decided to train municipal officials as facilitators and assistant facilitators for the focus group sessions that were to be held in the 22 wards of the municipality. The IDP department recruited facilitators, assistant facilitators, and recruiters of focus group participants among the staff to be trained by UniSearch in their respective roles on 05 August. The IDP office nominated a project coordinator that had to oversee that the correct people were recruited for the different focus group sessions, as it was prescribed. In order to make sure that all the focus group sessions followed the same procedure, each facilitator was equipped with the same discussion map and the required number of Schutte scales to be used to prioritise the noted perceptions. The project coordinator also had to make sure that the facilitators employed, would be neutral and as far as possible, unknown to the focus group participants. However, this was not possible in all cases, as practical circumstances such as language proficiency and the personnel available at the time, caused some deviation from this directive. It is to be mentioned that during an evaluation session with the facilitators and assistant facilitators, it was made clear that where it was the case, the facilitators were comfortable that the situation did not have an influence on the quality of the data as the respondents did show open and franc discussions.

During the training session it was decided to reduce the minimum number of focus group sessions per ward to 2, instead of the 6 groups suggested in the training manual. The criteria used in the Stellenbosch so survey, involved separate upper aged (45+) male and female groups, and lower aged (18-45) male and female groups, and if this was impossible mixed groups in the lower and upper age categories would be accepted. The rationale for this division was discussed during the training session and if deviations were to be the reality, the precautions that had to be taken associated with the deviations, were stressed, i.e. using a mixed age or gender groups, such as creating an environment where male and female respondents would both feel free to air their views under all circumstances.

As prescribed (Schutte, 1991), the data from stakeholders and that from the community leaders, in this case the ward committee members are not integrated with that of the ordinary community members and are not reflected in this report. Integrating the latter data would result in a bias of information that claims a real bottom-up approach of "let the people speak". However, the information from the mentioned groups is available on demand, but not reflected in this report. It can be mentioned that the difference in the data collected from the ward committee members and that of the ordinary citizens in the ward, is proof enough to support the notion that community leaders are often not knowledgeable enough to speak

on behalf of the community and confirms that the data should not be mixed. A total of 58 focus group sessions with the general public were conducted between 3 August and 18 September 2015 (See Table 5.1 below). It can be stated that in total, the process involved direct individual face-to-face discussions with a total of 444 ordinary people from 19 of the 22 wards (in wards 8, 9 and 22 focus groups were conducted only with ward committee members) throughout the Stellenbosch Municipal area about their basic needs related to facilities and service delivery and their quality of life in general (see table 5.1 below). As mentioned, the information in this report excludes that of the 22 focus group discussions with ward committee members that were conducted in all wards.

Date	Ward	Number of groups	Venue	Community members
25/08/2015	1	4	Groendal Community Hall	44
19/08/2015	2	3	Groendal Community Hall	13
15/09/2015	2		Franschhoek Town Hall	5
13/08/2015	3	3	Wemmershoek Community Hall	19
27/08/2015	4	4	Pniel Banquet Hall & Kylemore Hall	29
25/08/2015	4		Groendal Community Hall	4
05/08/2015	5	3	Bruckner De Villiers Primary School	18
03/09/2015	6	3	St. Idas Primary school	9
02/09/2015	6		St. Idas Primary school	6
02/09/2015	7	3	Stellenbosch Primary School	15
11/08/2015	10	4	NG Kerk Saal	41
13/08/2015	11	3	Huis Horizon	12
10/09/2015	12	4	Corridor Hall & Groendal Community Hall	40
03/08/2015	13	3	Corridor Hall	10
08/08/2015	13		Corridor Hall	7
31/08/2015	14	3	Corridor Hall	35
17/08/2015	15	2	Corridor Hall	17
09/09/2015	16	3	Eikestad Hall Cloeteville	25
06/08/2015	17	2	Eikestad Hall Cloeteville	10
20/08/2015	18	4	Klapmuts Primary School	27
13/08/2015	18		Huis Horison	4
04/08/2015	19	2	Bottelary Tennis Court	18
26/08/2015	20	3	Methodist Church Hall	23
18/08/2015	21	2	Jamestown Ward Office	5
20/08/2015	21		Jamestown Ward Office	8
Total		58		444

Table 5.1: Total number of people involved in focus group discussions

The validity and reliability of the insight gained from this exercise is surely not to be underestimated. If the general rule of thumb is applied that each focus group participant brings about information of 5 friends that think likewise to the table, it could be argued that the survey covered information from about 2 220 residents in the Stellenbosch municipal area.

The all-important task of interpreting the data for the use of the IDP process is the next phase. In short, at this point we cannot say we do not know what the spectrum of the basic (service delivery) needs is of the people in the Stellenbosch Municipality is. The reality is that we do know in a fair amount of detail what the real needs of the people in the Stellenbosch municipal area are. These are all documented and reflected in this report. What remains, is that the information be re-interpreted by the different departments and filtered into the IDP decision-making process.

6 IDP PUBLIC PARTICIPATION CLUSTER MEETINGS 2015

In accordance with the approved Process Plan, the municipality embarked on a Public participation process (analysis phase), which entailed several community engagements in the form of IDP meetings with communities in the 22 wards within the Stellenbosch Municipality jurisdiction. As part of this participatory process, members of the public were invited to attend the scheduled IDP Public meetings. Apart from a progress report prepared by the IDP department, the preliminary results of this project were presented during each of the meetings. The feedback from the public during the various meetings was used as an indicator as to the extent that the findings were valid and reliable. It can be stated that, with the exception of the cluster 10 meeting that dissolved before it was concluded, it was confirmed by the attendees that the results is a true reflection of the reality in the different wards. The different municipal officials that attended the meetings can confirm this conclusion. It can also be concluded that the Public Participation process embarked upon for the 2016-2017 financial year, were successful in determining the real needs in the various wards.

Table 6.1 shows the detail of the 10 cluster meetings that were organised by the IDP department.

Cluster	Wards	Venue	Date
3 (Idas Valley)	5, 6	Idas Valley Volkskerk,	20/10/2015
2 (Dwarsriviervallei)	3, 4	Kylemore Community Hall	21/10/2015
4 (Town wards)	7, 10, 11	NG Kerkzaal (Noord)	26/10/2015
7 (Klapmuts/De Novo)	18, 19	Klapmuts Primary hall	27/10/2015
5 (Kayamandi Corridor)	12, 15	Kayamandi	28/10/2015
6 (Cloeteville)	16, 17	Eikesaal	29/10/2015
10 (Kayamandi)	13, 14	Kayamandi Corridor	02/11/2015
8 (Jamestown/Vlottenburg)	20, 21	Vlottenburg Methodist Hall	03/11/2015
9 (Town Wards)	8, 9, 22	Doornbosch Hall	04/11/2015
1 (Franschhoek)	1, 2	Lord's Acre	05/11/2015

Table 6.1: Feedback of preliminary findings to ward cluster meetings

It is to be mentioned that the meeting with Cluster 10 on 2/11/2015 dissolved before all presentations could be completed. It was promised that a meeting would be scheduled for a later date that is still to be announced.

7 IDP SECTOR ENGAGEMENT WORKSHOP

In addition to the Ward Cluster meetings, an IDP sector engagement 'Think Tank' were held on Wednesday, 02 December 2015 At Vredenheim Wines, where the outcomes of the baseline assessment were discussed. During this meeting time was allocated for reflection on the process and the following points of criticism were raised:

1. That the farmworkers seems not to have been included in the study.
2. That the process could possibly create unnecessary expectations that cannot be addressed by the municipality.

Positive comments raised were:

1. A general consensus that from now on it is not business as usual.
2. Communication seems to underlay many of the issues.

Comments directed at the criticism are the following:

1. Farmworkers were included in the wards that included farms, though they were not specifically targeted as a separate cluster. Wards were used and transport organised for people that needed transport.
2. The expectations that were created among the public will be in all probability less than doing a door-to-door survey with questionnaires. In using the P-Index and C-Index technology, a relative small number of people with no specific group affiliations were brought together for focus group discussions. Thus, a lesser possibility exists of widespread contamination of respondents on issues raised. It is to be noted that the cluster meetings (with the exception of the meeting in Kayamandi that had to be dissolved) proved that the results of the baseline assessment were a true reflection of needs as felt by the targeted communities.

The Mayor and the IDP department are to be congratulated with the initiative of this sector engagement meeting. The different structured workshop opportunities during that day succeeded in engaging with the information captured in the baseline assessment and to build momentum for the general consensus that it is not business as usual.

8 COMPOSITE WEIGHTED STELLENBOSCH MUNICIPALITY PRIORITY INDEX

Whilst the P-Index provides valuable micro-management information, the Composite P-Index is calculated to feed into the information system typically needed for the IDP management and budgeting process, where more than one community falls within the same municipal area and managers have to make hard decisions as to where and to which community issues they should allocate the available funds, expertise and energy. For this purpose, the geographical distribution width of an issue spread over the number of wards where it manifests, are weighed and integrated into and reflected in the Composite P-Index. This is a powerful tool designed to assist managers in the processes of budgeting and the identification, prioritising and design of remediation projects or programmes. However, it is always to

be remembered that the P-Index reflects the **highest priority as the items with the “biggest amount” of discrepancy between the importance and satisfaction measurements received from the group participants with respect to each item separately**. The issues and, most importantly, the reasons mentioned in the Composite P-Index, serves as a litmus test as indication of the current state of development in the target community, as reflected in their needs. Though not all the issues are within the operational domain of the Stellenbosch Municipality, the community (sometimes wrongfully) lays the blame at the door of the Municipality. This is typical of lower educated and desperate communities. Often such issues could be fully addressed with a well-designed and creative communication strategy aimed at educating the community on local governance and community responsibilities, and/or to act as a conduit to bring the relevant role-players together to address the issue.

8.1 Calculation of the Composite Weighted P-Index

The composite weighted P-Index (CWP) incorporates the distribution width (over the number of wards) of an issue that is reflected in the graph below. This graph combines both the seriousness and distribution-width of the respective issues as it was spread over the 19 wards. This was done by multiplying the P-Index figure with the number of wards within which the same issue was raised. To calculate the Composite P-Index, the formula below was used.

$$CWP = \left[\frac{P \times N}{190} \right] \times 10$$

Whereas: CWP = Composite Weighted P-Index
P = Priority Index reading of item a
N = Number of wards in which item a was recorded
190 = Maximum P-Index reading X the maximum number of wards (10 X 19)
10 = Maximum P- Index measurement and reading of axis on graph

Whilst the composite P-Index gives an overview of basic needs throughout the Stellenbosch municipal area, it lacks the detail to make proper managerial decisions within each ward to mitigate the problem areas for the specific communities. In order to give the necessary targeted information of where in the Stellenbosch municipal area the specific need is eminent, this graph is followed by a breakdown of the reasons on a **ward** basis, accompanied by the P-Index reading of the issue in the ward. This would make it possible to direct the actions decided upon on a ward basis, specifically where it was felt and why it was felt as such. This information elevates the IDP baseline information to the level of the necessary detail needed to address issues that previously fell through between the cracks, simply because the issue became diluted in the bigger picture, negating the smaller communities who might simply be less verbose. This information is to be distinctively interpreted by the managers and decision-makers in the different departments of the Stellenbosch Municipality, as well as the various specialists and stakeholders that work in collaboration with the Stellenbosch Municipality in improving the people's quality of life in the region.

The first step would obviously be to identify those issues that do not fall within the function of the municipality. It is to be noted that though it might be the case, the public do associate the municipality with the issues such as the S.A. Police Service, Education Department, etc. Having access to this baseline information, it speaks for itself that the municipality could foster a lot of goodwill among the public in acting as a conduit to solve these issues that fall outside the municipal function. It is also not the purpose of this report to tell i.e. the engineer-

ing department what they should do, but it will give the engineering department the information as to how the public in specific wards perceive a problem that might be within the operational domain of their department and through this information, generate ideas as to how their actions could assist in mitigating issues that forms part of the bigger whole. I.e., if it is said that more toilets need to be erected, the information, in most cases is clear that it should be accompanied with proper lighting, as communal (public) toilets are without exception accompanied with a safety issue, especially for the females during the night. Thus, public toilets should be put where there are enough streetlights to ensure the people's safety, or lights should be erected where public toilets are. Failing to do this simply means that one of the underlying reasons why toilets are needed will simply not be met and the toilets will not be utilised as anticipated, though supplied in response to a need. This baseline survey has shown i.e. that the positioning of public toilets and safety measurements should be seen as one and the same thing and dealt with as an integrated issue.

8.2 Community Index (C-Index)

The C-Index is a graphical presentation of the basic cornerstones that need to be in place for any community to exist as a community. These items have no priority as it is deemed non-negotiable and all equally important for all communities over all times in the past, present and future. For this very reason only satisfaction measurements are requested. The results obtained by conducting the **C-Index**, is presented in the form of a circular radar graph, or community profile. To interpret the results on the community profile, one needs to take note that the scoring starts on the circumference (1), and ends in the centre (11). This means that the *closer the element scores to the centre, the better the situation with respect to the specific item and the further away from the centre, the bigger the problem.*

9 THE C-INDEX AS PRESENTATION OF THE BASELINE MEASUREMENT

The C-Index measures in this study serves as the baseline measurement (point of departure) to monitor future effects of Stellenbosch Municipal development initiatives and service delivery. The C-Index is robust enough not to be affected by irrelevant or lesser issues (odd outliers or spikes), but at the same time, sensitive enough to give a measured satisfaction perception of the reality regarding service delivery as perceived by the public living in the Stellenbosch municipal geographical area. By using the Schutte scale, monitoring is done with respect to all 15 basic building blocs needed in any community to function as a community, on a 10-point scale ranging from 1 (dissatisfied) to 11 (very satisfied). These 15 building blocks cannot be prioritised, as it is regarded as the "bare minimum" for functional communal existence. The purpose of the C-Index radar graph is to reflect the future positive or negative effect of any service delivery and/or development projects/programmes executed by the Stellenbosch Municipality, with respect to this baseline measurement. The C-Index claims to be the only true holistic and values free measuring instrument that can accommodate and quantify responses from both literate and illiterate respondents and which can be used across cultures with the same level of validity.

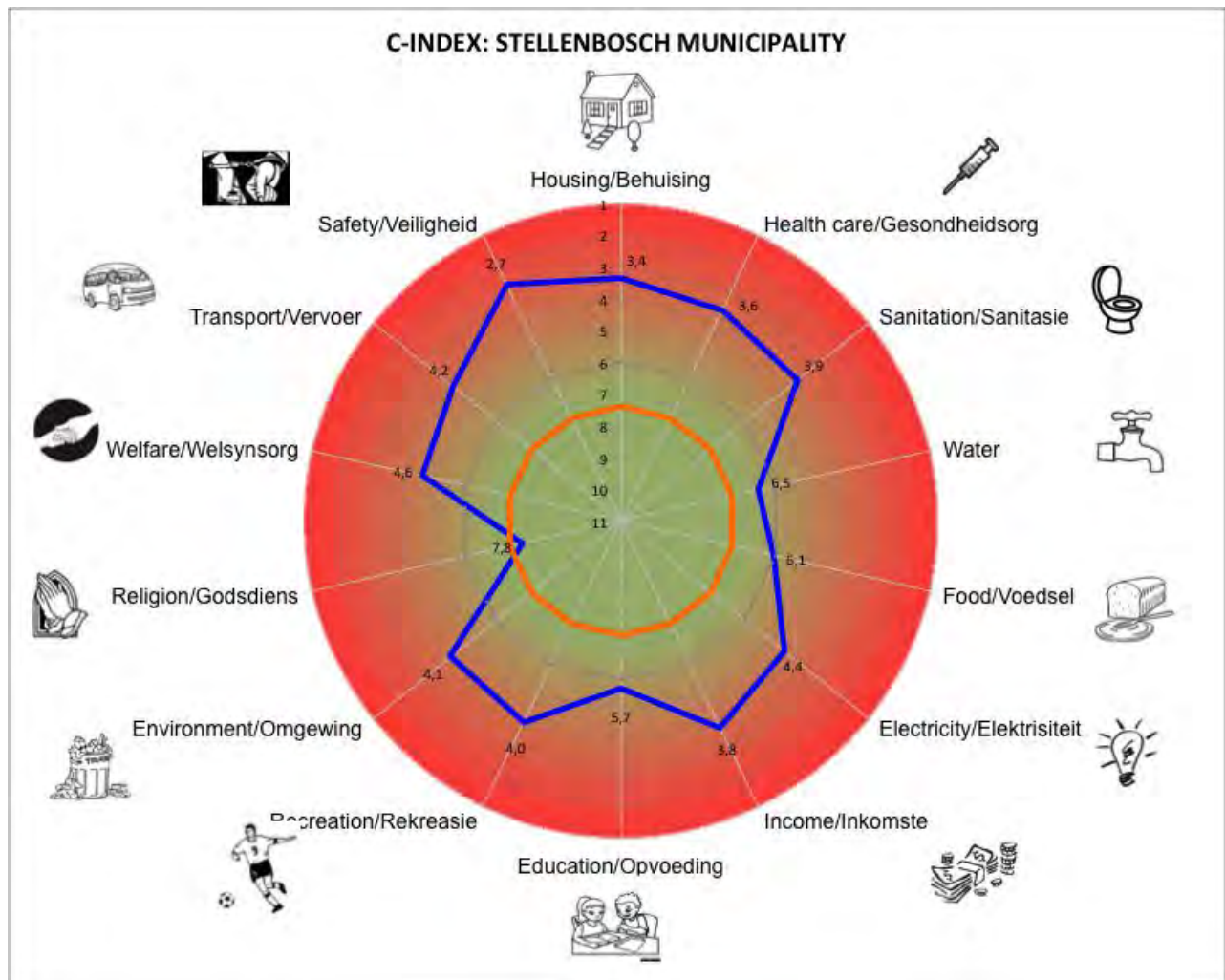
The information reflected in the C-Index is vital for any sustainable development programme, as it serves as the monitoring tool with a baseline from which change in the target community could be monitored with future measurements as a result of intervention programmes.

Bonding is also one of the basic corner stone's for a community to exist as a community to exist as a community. If community development projects were to be executed in the absence of sufficient community bonding, they would probably fail as a result of a lack of community participation and/or support. Therefore, it is important to take cognisance of the level of bonding in i.e. the ward where a project is initiated. If a large proportion of the community has not yet "bonded", it would be better to first design programmes aimed at fostering unity and bonding. For this purpose one needs an indication of the "amount" of bonding that does exist in the target community. The amount of bonding is presented in the size of the round circle in the middle of the C-Index graph. The smaller the size, the better the bonding, and visa versa.

The reasons for the specific scores as reflected in each of the 15 C-Index items are to be derived from the Composite P-Index information as it is reflected in table 6.6. With this information in hand, targeted intervention programmes could be designed and the respective needs could be integrated into the budgetary process of the municipality. In short, we know now with a fair amount of detail what the real issues are with respect to each of the 15 elements, as well as in which wards these issues are most prevalent. In short, let it not be said that we did not know.

10 DISCUSSION OF THE C-INDEX RESULTS

The measured perceptions of satisfaction with each element is measured on a scale, ranging from 1=very dissatisfied, to 11 very satisfied. It is clear from the Community Index that the most prominent issues in the Stellenbosch municipal area are safety (2,7), housing (3,4), health care (3,6), income (3,8), sanitation (3,9), recreation facilities (4,0), clean environment (4,1), transport (4,2), electricity (4,4), welfare (4,6), and education (5,7). Though some of the issues fall outside the municipal scope of practice, they all form part of the living space in a community and the municipality could play an important role as a conduit to bring all the necessary role-players together to assist in improving the quality of life of all the citizens living in the Stellenbosch municipal area. What is clear is that safety is a concern in all wards and the detail of that can be found in the P-Index narrative presented in this report.



11 BONDING

For successful community development to take place, involvement of the community is considered to be vital. Therefore, community involvement can only occur where is a true awareness of "being a community". This only happens once sufficient bonding (values fusion with the individual and his/her surrounding), has developed in the target community. Therefore, before any development projects could be launched, it vital to first unites the people in a society, group, or association, to foster a "sense of belonging" through common interests. If community development projects were to be executed **before** sufficient community bonding has occurred, they would probably fail. Therefore, it is important to measure the extent of bonding in a community, before tackling any projects. If a large proportion of the community has not yet "bonded", it would be advised to first design programmes aimed at fostering unity and bonding among the members of the target community. For this purpose one needs an indication of the "amount" of bonding that do exist in a community. Bonding in a community involves three elements, namely the extent to which (i) social support services are available for those that need help in the community, (ii) socialisation (friendship circles) exist within the community and (iii) a sense of belonging (pride to belong) to the community exist among the target community. Therefore, the bonding is reflected as the average measurement on the following three questions, also measured on the Schutte scale:

1. To what extent do you consider this community to be your home? (Pride to belong to)
2. How close do you feel to your friends in the community? (Friendship circle)
3. To what extent can you rely on the rest of the community to come to your aid if you would have a problem? (Social support system)

The amount of bonding is reflected in the size of the circle on the C-Index community profile. The smaller the circle, the better the bonding, and the bigger the circle, the poorer it is. On the Schutte scale ranging from 1-11, six is the divider between a positive and negative bonding in the community.

As indicated on the C-Index, the bonding in the Stellenbosch Municipality shows a bonding of 7,4 out of a possible 11. However, it is important to look at the variation of the bonding across the wards as it ranges from 4,4 in ward 5, to 9,5 in ward 4. The graph below shows the level of bonding in the 19 wards that were measured.

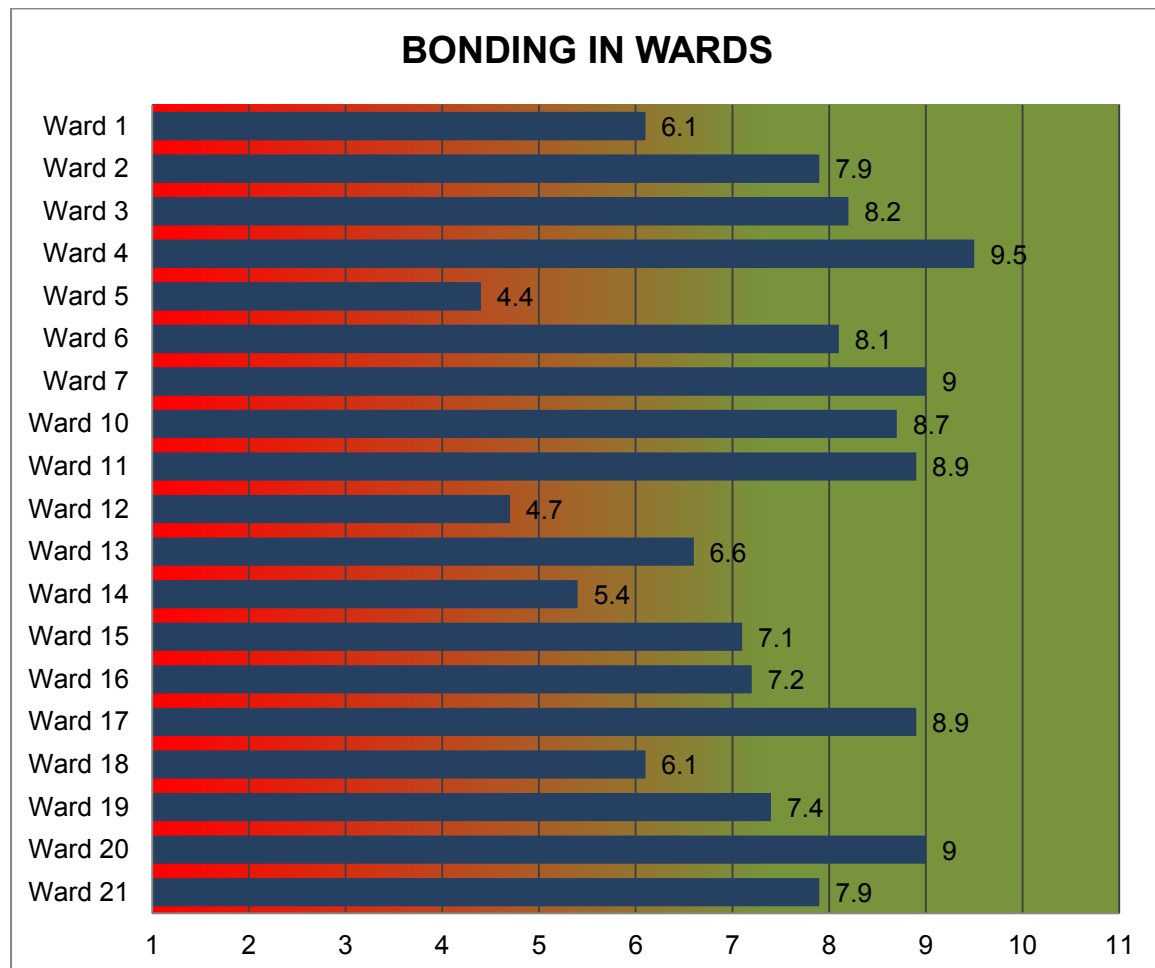


Figure 11.1: Bonding in the respective wards

From the graph above, it is clear that wards 5, 12, 14, 1 and 18 shows weak bonding and indicates to a general lack of communal spirit. This issue needs serious attention and any

project initiated in these wards should be designed to also include an outcome of improving the bonding. In the absence thereof, projects will always have a slow start and/or run the risk of losing momentum as time passes.

12 COMPOSITE WEIGHTED P-INDEX OF STELLENBOSCH MUNICIPALITY

The following discussion is not meant to be complete, nor suffice to suggest solutions to all the issues as reflected in the Priority Index (P-Index) (Table 13.1). Rather, it is meant as a brief summary and a teaser to the reader to look into more detail what the real issues are and to unleash further creative solutions among the various specialised fields of interested stakeholders, NGO's, and the relevant municipal departments.

1. **Safety** (8,4) is clearly a serious issue among all of the public throughout Stellenbosch Municipality, and the slogan that overshadows this theme is "and nothing happens". Looking into the reasons, one gets the impression that some of the communities in the Stellenbosch municipal area, borders on being described as dysfunctional. There simply seems to be little trust in the SAPS and/or Municipal Law Enforcement. Stellenbosch Municipality Law Enforcement and SAPS clearly have a long journey ahead of them to turn these negative perceptions as reflected in the narrative, around. This will entail more than just a communication project, but also an organisational "revamp" and training to show real results. They simply will have to prove that they deserve the trust they have lost. The distrust in these two law enforcement agencies came to the point that the public do not even see it worth the effort to report criminal acts or lodge complaints about deviant behaviour in communities. In some communities, the stage has been reached where the people "just have to suck it up" and accept that they will not be protected by neither of the two law enforcement institutions. This is a sad state of affairs, especially in communities where the social sanction of protecting healthy values to maintain an orderly communal life, does not function any more.
2. **Housing** (7,1), **youth development** (7,0) and a **clean environment** (6,0) form the next cohort of needs. Though the housing needs primarily reflect the need for physical housing for those people that are on housing waiting lists for up to 20 years, most of the housing complaints stem from poor communication from the side of the municipality. The housing department should be more (i) educative and (ii) proactive in their communication with the public. If there is one area that is prone for negative rumour mongering, it is about housing promises. Housing waiting lists are numerous, and often official and unofficial. The municipality seemingly "made promises" about housing, land destined for housing, and simple solutions to complex problems is rife in various communities. A thorough study of the narrative on this issue indicates to a need for proper communication. It should be clearly stated, that the people in need of houses expect, rightly or wrongly, that the municipality must communicate with them, and not they with the municipality. If they do go to the municipality, a common response is that they are sent from office to office, just to receive no answer. In many cases the complaints stem from an uninformed request or expectations, such as "why do we still have to pay rent in the flats as the building has been paid off long ago", or "there is currently a housing project in Idas Valley where houses are for sale. Why must we pay for everything? Do Klappmuts, Kayamandi, and Jamestown pay for their houses? (Ward 5). As about 80% of the hous-

ing issues relate to a lack of information, it is strongly suggested that the Stellenbosch Municipality embark on a housing communication strategy, targeting the wards where it is eminent and tailor the information dissemination strategy around the issues that are rampant in that ward. Because the people with problems are mostly unemployed or from the lower income and/or educated group in the communities, it is suggested that the Municipality dispatch a mobile housing office to these areas for at least a week at a time, with an experienced housing official to give informed answers to questions of residents. Taking housing issues to the people will make a big difference in alleviating the negative attitude of the public towards the Stellenbosch Municipality.

3. **Youth development (7,0)** is a need that is deeply rooted in unemployment and substance abuse in the communities. What is also clear is that in some communities, family life has become dysfunctional. Parents do not take responsibility for the behaviour of their children and expect the municipality to assist, and in some cases even to take the responsibility to keep their children off the streets. Sports facilities are often seen as the gateway in the fight against drug abuse and crime. However, it is clear that in these communities, homes are often not conducive environments for studying, relaxation, or skills development. These communities suffer from “learned helplessness” and lost all control over their fate and they look to the municipality to relieve them from their misery. The fact that this need is acknowledged and expressed, it can be considered as the first step towards the re-socialisation of these communities. Any project addressing youth development programmes will gladly be accepted and supported in these communities.
4. A **Clean environment (6,0)** is a serious need in all of the communities. It is also a need that spiralled outside the locus of control of some of the communities, as they often do not have the means to get rid of their own waste, especially garden waste, and/or the community shows little inclination to take responsibility to clean public spaces surrounding their own property. In such cases any open space becomes a potential dumping ground. Clearly, cleaning the environment is a municipal function in partnership with the community, but the perception is deeply rooted that the municipality dismally failed in providing a clean environment. This perception is based upon an attitude that the individual has no, or little responsibility to assist in this yearning. Proof of this lies in the comment that “most of the people throw the garbage out after the municipality already came to take the garbage” (ward 15). Apart from waste removal, blocked drains that are not regularly cleaned are also a problem in some wards. But, the municipality should look afresh in getting the public on board in a partnership to clean the environment, as formal cleaning methods in informal areas are simply not possible. This is an area where creative thinking is needed to assist the formal municipal services, especially in combining it with environmental education and job creation opportunities. The Swartland Municipality has developed a model that has proved to be practical in this respect.
5. **Employment (6,4)**, **electricity (6,3)**, and **roads (6,0)** form the next cohort of needs. It is important to take note that the employment issue is strongly associated with youth unemployment. The unemployed youth originate in early school dropouts, as well as youth with a matric, that simply do not have the skills, or access to obtaining the skills by themselves. The end result is that they turn to drugs and other forms of deviant behaviour that negatively impact on the health and safety of the community at large. But, because of the destitute situation the people find themselves in, they again turn to the municipality to give them employment. There is a general expectation that when the municipality do

work in the respective communities, people from the community should be employed, and not people from outside the community. This expectation often serves as another accusation that the municipality do not care for the people. This slogan surfaces in connection with various needs and points to the somewhat “helpless struggle” of the destitute to carve out a living.

6. **Electricity** (6,3) is contentious in various communities, mostly because of a lack of information and poor communication between the two service providers in this field, namely the Stellenbosch Municipality and ESKOM. There is much confusion among some of the public about where to go to with their complaints. The first point of call is, as always, the municipality. A question about why the numbers of units purchased for the same money, vary from the beginning of the month to the end of the month raises the perception that the municipality exploit the already struggling poor. However, one of the biggest issues is why they are not allowed to buy electricity in town, if they live i.e. on a farm or in an informal area. This lack of knowledge on the side of the public creates unnecessary distrust in the municipality and a proper communication programme by both stakeholders should easily put, what is a serious issue for the affected people, to rest.
7. The issue of **roads** (6,0) covers a wide spectrum of needs and should be dealt with as it manifests in the different wards. The needs vary from unrealistic demands to serious problems with maintenance and the construction of sidewalks for the safety of pedestrians. Speed humps to calm the traffic are also a serious need in various communities. Another bone of contention is the traffic congestion in and around Stellenbosch central business district (CBD), and various suggestions were made on what should be done in this regard. For these purposes a communication strategy with participatory inputs from the public will go a long way to bring reality into this debate, whilst tapping into the available expertise among the public.
8. The issue of **toilets** (5,1) is mostly confined to informal settlements. Sanitation is one of the very basic human needs that impacts on human dignity, health, and safety. It seems that we simply do not get this right. Whilst the public often show no responsibility for maintaining and cleaning the public toilets, using toilets at night has become a serious safety issue in some communities. In the group discussions it was often mentioned that the women cannot use the toilets at night, simply because of a lack of proper lights in that area. A thorough study of the narrative on this issue and looking for creative solutions to address the issues will make a huge difference in the quality of life of a large number of Stellenbosch residents that live under these circumstances. To begin with, all toilets should have proper lights in and around it. Needless to say, that a partnership programme should be launched with the community to ensure ownership and the proper maintenance of such facilities, and to minimise vandalism.
9. **Municipal communication** (4,1) and **drug abuse** (4,1) are two issues that are indicative of the scenario within which the municipality must function. Regarding municipal communication, it should simply be accepted that the lower socioeconomic sector of the society does not have the means to visit the municipality to get answers to all their problems. There seems to be a culture that the responsibility lies with the municipality to communicate with them and that the onus lays on the municipality to come back to them with answers on their requests. These communities are rumour-prone and if the municipality does not take this challenge up, it will always be in default, a situation that will always have a negative impact on the partnership principle of municipal service delivery.

The narrative in this report contains the detail of the communication problems that the public experience. It should be mentioned that investing in a proper, well-trained front desk service to the public would go a long way in addressing this need. Further, taking front desk communication to the public living in remote settlements would further enhance a positive image of the municipality. For too long, poor municipal service has been equated with poor communication. We simply cannot afford to let our good efforts in service delivery be undermined by an uncaring response to a question that is serious for an individual. At the same time, it is clear that the municipality should develop a strategic communication plan to inform the public of their responsibilities, and the municipal scope of practice. This is vital in combatting ill informed and sometimes, malicious rumours about alleged municipal misconduct.

10. **Drug abuse** (4,1) is clearly out of control and reflects that the social fabric disintegrated in the communities in which it is rampant. To combat drug abuse is not a municipal function, but it has a direct negative impact on municipal service delivery. There is an outcry from the community in this issue as the phenomenon is clearly outside the locus of control of the people and families involved. Who must help? The municipality. The communities have simply run out of resources to combat this destructive phenomenon. In the eyes of the public, the reasons are the lack of (i) reliable law enforcement, (ii) functioning recreational facilities, and the lack of (iii) youth training programmes, and (iv) job creation programmes. It developed into a state that the public sanction on this form of deviant behaviour is non-existent. As a first step, the municipal input on this complex issue should be to oversee that visual law enforcement is stepped up, existing parks and recreational facilities made functional again and are kept secure. Regular patrols and more visible policing will go a long way to restore one of the main causes of distrust in the Law Enforcement department and the SAPS among the public. This clearly warrants a comprehensive orchestrated effort, which should include schools, NGO's, churches, social workers, and other relevant stakeholders.
11. **Clinic services** (3,8), **water** (3,7), and **play parks** (3,6) form the next cohort of needs. Though clinic services fall outside the jurisdiction of municipalities, the average clinic user lays the problems they experience at the door of the municipality. Problems vary from poor service to long waiting hours, which is often interpreted as disrespect for their human dignity. Here, the municipality should act as conduit to inform the Provincial Health department of what seems to be, a widespread inadequate service to the public of Stellenbosch that have to make use of clinic services. The complaints are numerous, but culminate into a lack of proper management. The good work that is done is overshadowed by the many negative experiences that are interpreted as an onslaught on respect for, and the human dignity of the patient.
12. **Water** (3,7) issues in Stellenbosch revolve mainly around distrust in how the municipality is reading the meters, and the slow response to broken lines or taps. Most of these issues can be addressed with targeted and proper informative communication. We know what the issues in the specific wards are and this information could feed into the communication strategy to address a number of the water problems as expressed by the respective communities in the narrative.
13. **Play parks** (3,6) fulfil an important role in high-density and poorer communities. It fulfils the function of a crèche, or a place of safety whilst the parents are at work or not around. It is clear that play parks in the specific wards mentioned in the narrative, is none of this.

It is associated with areas that are (i) unsafe, (ii) where drugs and gangsters converge, and areas with (iii) poor maintenance and no functional facilities. A special effort should be made by the municipality to reinstall the existing play parks into clean and socially functional safe open spaces. This would need a collaborative effort in which visible law enforcement needs to play a major role. The creation of such functional public open spaces should be done with the community's participation to reclaim the existing play parks as safe places for their children to play in. It is also to be mentioned that the fencing of play parks in these areas is paramount for the success of the project.

14. **Sports facilities** (3,2), **stray dogs** (3,2), and a **community hall** (3,1) form the next cohort of needs. Sports facilities are seen as the magic wand that will keep the youth off the streets. Needless to say, that the expectations in this regard is grossly exaggerated. The expectations often do not match economic realities, but are indicative of the need to keep the youth off drugs and from gangsterism. The content of this demand often speaks to the lack of social bonding and communal self-responsiveness. The communities simply need a catalyst to organise themselves. Again, the catalyst for such action is clearly absent in these communities, with the result that the default mode is to blame the municipality for this. However, there are cases where the existing facilities are not maintained or totally inadequate to kick-start sports activities in the respective communities.
15. **Stray dogs** (3,2) are a problem in some communities as it poses threat to the safety of especially the children and are responsible for damaging refuse bags and contribute to the littering in their environment. An organisation such as the SPCA should operate in conjunction with Law Enforcement to alleviate this problem. Such operations should be dovetailed with an educational programme in schools and with other relevant charities that could contribute to fostering an animal lovers' culture in these communities.
16. The request for a **community hall** (3,1) in high-density communities is as an important need as a safe open recreational space. Houses are not places where school children can study and socialise. One of the comments of a child that was sitting on the pavement under a streetlight doing his homework, shouts at a need for post school facilities that is conducive for studying. A facility in which groups of people can congregate is seen as an important facility that will help to keep the youth off the streets, and where they can receive various forms of skills training, and also organise social events. Looking at the needs as expressed in the 8 wards where this need surfaced, such facility indicates to the need of a typical Thusong Centre. It also seems that the financial implications (deposit) to get access to available municipal facilities are out of reach for the people that are in need thereof. The policy in this respect probably needs to be revised with a changed attitude from "how can we refrain the youth to use the facility" to "how can we assist the youth to make more use of the facility".
17. **Welfare services** (2,6) are mainly bears the undertone of poor communication. Though not a municipal function, the municipality should play a broker's role in alleviating these needs among mostly the elderly, in the Stellenbosch community.
18. The need for a **taxi rank/bus stop shelter** (2.2) deals with to separate transport issues. The one being the need for a bus service between Franschhoek and Stellenbosch, and the other, a need for shelters at various bus stops, especially for the children and elderly during the winter. This would make a huge difference in the quality of life of the people of especially in wards 18 and 4 in which the P-Index measured 9,9. The municipality should look into this issue before the winter of 2016 is upon us again.

19. The need for **streetlights** (2.1) is closely associated with safety. I.e. in Ward 18 the request is simple: "Can't they turn the floodlights on at 5 in the morning?" That is during the winter times when the people have to walk to the station of taxi to get to work. It is suggested that the information in the narrative from each relevant ward be thoroughly studied as streetlights are directly associated with the biggest issue in the Stellenbosch municipal area, namely safety.
20. **Sewerage maintenance** (2.0) is mainly localised in Jonkershoek (ward 3 with a P-Index of 10,0), and in the other areas mostly associated with the slow response from the municipality when blockages are reported. The latter is a municipal management issue and should be addressed swiftly, as the current perception further contributes to the image of poor service delivery by the municipality.
21. The need for a **convention centre** (1,8), **crèches** (1,8), and **small business facilities** (1,6) form part of the next cohort of needs. The idea of a convention centre came only from ward 11, but received a high confirmation (P=9,3) for that need from the ward. This is clearly an issue that warrants further investigation and serves as a suggestion to the municipality for possible attention.
22. The **small business facilities** (1,8) is a need that is specifically linked to Kayamandi, where the people are in need of a facility to accommodate businesses more in the centre of Kayamandi. The second element of this need is related to tender education/information. The stringent administrative process to submit tenders often seems to disqualify local tenderers and this leads to the conclusion that the municipality do not serve the people of Stellenbosch in general, or are not serious about job creation. This perception takes little to lead to the conclusion that they are discriminated against. Education in this respect is needed to put the various wrong perceptions around this issue at rest.
23. **Ambulance service** (1,4), **land for agriculture** (1,3), **fire station** (1,3), and **building admin** (1,2) form the next cohort of needs. There seems to be a general misperception among a sector of the public that the ambulance service is a municipal service. This misconception needs to be communicated to the public to free the municipality from a further incorrect accusation of poor service delivery, and furthering the perception of incompetency.
24. **Land for agriculture** (1,3) is clearly a demand that stem from the desperate position people find themselves in. However, the respective wards 1, 3 and 15 where this claim originates, indicates to fertile ground for possible small scale (backyard) agricultural activity such as a "door garden project", etc. This need should be communicated to NGO's that are active in this field.
25. The need for a **fire station** (1,3) is clearly confined to informal housing areas and is indicative of the constant fear of a fire these inhabitants live under. The possibility to launch fire education and training in the respective communities should be looked into. This could also act as the first step to trigger an understanding for the much-needed opening up of access roads for emergency vehicles between the houses with the active consent of the members of the community. The issuing of certificates for such training will further enhance participation in such training.
26. **Building administration** (1,2) is mainly confined to control over inadequate student housing in ward 7 and the general slow municipal response to get building plans ap-

proved. The first reflects better control over the living conditions of students in backyards of residents, and the perception exist that the municipality is knowingly violating their own rules when it comes to student housing. The latter complaint is purely administrative and the effort of Swartland municipality to reduce building plan approvals to 8 days maximum shows what can be done in this respect.

27. The last cohort consists of a need for **recycling** (0,8), **church sites** (0,5), and **solar geysers** (0,3). Though the need for recycling projects comes from ward 1 only, the priority reading thereof was 9,0. The problem seems to be a communication problem, combined with a misunderstanding of basic economic principles. However, the fact that this need was expressed points to the acceptability of the principle of recycling that is waiting for further activation. If the solid waste department were looking for a community that is susceptible for a recycling project, ward 1 would probably be the logic starting point, as the “underlying current” for recycling already exists there.
28. The need for **church sites** (0,5) originates in Kayamandi. Religion plays an important role in fostering positive values in communities, and this need should be looked into, especially in a community where there is such an outspoken yearning from the public for a better quality of life.
29. The issue related to **solar geysers** (0,3) is clearly a communication problem and should be addressed likewise.

13 THE WAY FORWARD

The Community Index (C-Index) serves as the baseline measurement, which serves the purpose of a point of departure for future projects, aimed at addressing the quality of life of all the people living in the Stellenbosch municipal area. The Priority Index (P-Index) serves as the list of items where the discrepancy between the importance of an issue and the satisfaction with the same, is reflected. The Composite Weighted P-Index (CWP) serves as a planning and budgeting tool, that integrates the number of wards in which a specific item manifests (as a weight), into the reprioritising of a specific need.

The CWP graph should not be looked at in isolation, but interpreted in conjunction with the narrative that are presented in the table following the CWP graph. This information reflects the unfiltered “heartbeat” related to the respective issues and it is meant to be dissected by the various departments in search of relevant areas of possible inputs to alleviate the problem in the various wards. It also reflects possible subtle differences of the same issue as it differs between wards. This information is also vital for the fine-tuning of the communication strategy where applicable.

Stellenbosch, being a university town, hosts an unusual high number of intellectuals, compared to some other municipalities. Therefore, the possibility of creating various Stellenbosch Municipality virtual discussion forums for interested individuals and groups among the public, on topics such as traffic solutions, greening of the environment, recycling, solid waste removal, safety, etc., for their inputs, and at the same time for official information dissemination on these topics, should be explored. This suggestion is based upon the notion that specialists among the public often have a specific field of interest, and are less likely to get involved in general issues covering all the services of the municipality.

After a thorough study of this document, no one can say “we did not know”, as the claim of this process is that anyone that moves around in the respective wards, will hardly hear something that is not captured in this document.

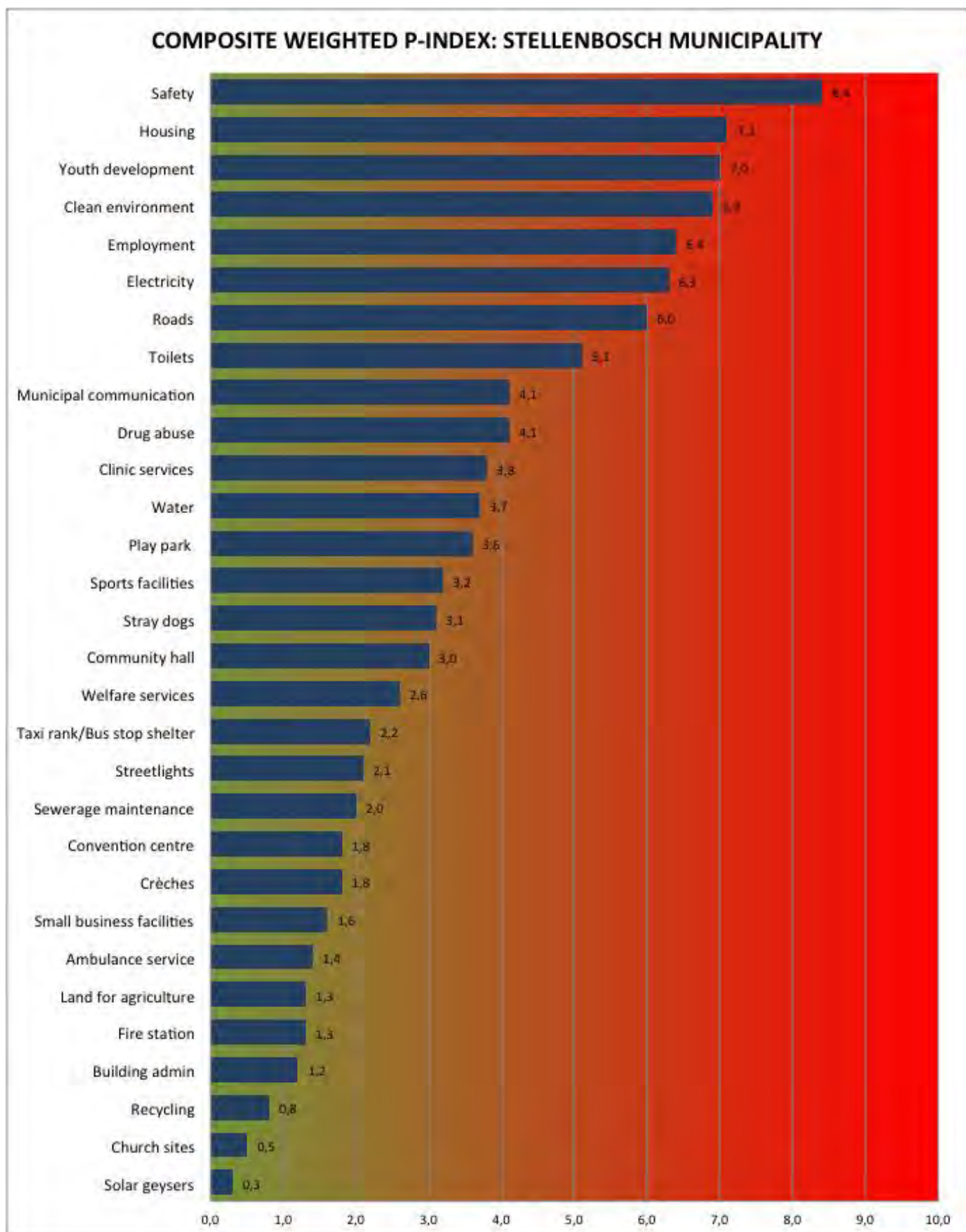


Figure 13.1: Composite weighted P-Index for Stellenbosch Municipality

CWP	P-Index	Need	Ward	Reasons
8,4		Safety		

	10,0	Crime	6	<ul style="list-style-type: none"> Daar by XX Botmanskop is 'n tikhuis. Dit is 'n munisipaliteit huis. Die polisie het al gekom, ons was al by die behuisingkantoor en niemand het iets gedoen nie. Law Enforcement het al gekom, maar dit was ook die laaste sien van hulle.
	10,0	Safety	14	<ul style="list-style-type: none"> We need more streetlights for our own safety. Law Enforcement must be more visible and do regular patrols in the area. The crime is high here. The municipality must help us to create a neighbourhood watch. The Police station must be in the centre of the Kayamandi, not so far away where it is safe.
	10,0	Burglaries at schools	21	<ul style="list-style-type: none"> My kar was selfs ingebreek by die skool. Hier is nie genoeg werkskepping vir die mense in Jamestown nie. Hier is ook nie fasiliteite om band te oefen nie. Ons moet maar op 'n vriend se stoep oefen. Nou kla mense oor die geraas. The lack of facilities for the youth demoralise die value van jeugdiges in die dorp.
	9,9	Safety	4	<ul style="list-style-type: none"> Die munisipaliteit se huise in Erasmusstraat was die veiligste in die pad, maar nou is daar mense van Stellenbosch wat drugs, tik en goed verkoop. Jy is bang vir jou kinders, bang vir jou goed. Jy ken nie die jongens se gesigte nie, maar jy kan sien dit is regtig skollies. Kan Law Enforcement nie intree nie? Die Polisie doen niks aan die klagtes nie en as die mense in die tronk beland is hulle sommer môre uit. Drugs is 'n vullis tot op die laerskool, hoërskool en die HOP-huise. Die majority in Malvastraat is tik-huise. Kan Law Enforcement nie meer sigbaar wees nie, veral by die begraafplaas, Brookstraat se parkie, by Sweetpeastraat se parkie en Daffodilestraat se parkie? In die Kiff verkoop hulle ook drugs, en hoekom staan Law Enforcement as hulle ingeroep word net in die pad en gaan nooit in by die die Kiff nie? By ons ontspanningsplek daaronder by die riviere baklei die jongelinge met mekaar, daar is geen sekuriteit nie. Hulle drink daar, dan gooi hulle die bottels stukkend en dis gevaarlik vir die kinders. In die Kiff verkoop hulle al die onwettige middels. Die loslopende honde is 'n problem. Hulle gooi ons vullisdromme om en kom skyt op ons erf. In die Skema loop die honde los. Mense moet aanbeveel word om hul honde vas te maak. Die Tikkoppe is erg. Hulle vergif ons honde en loop en kyk die mense se plek deur wat is daar om te steel. Die Buurtwag is nie in die hele Pniel nie, en hulle slaan of shock die kinders. Hier is groot werkloosheid onder ons jongspan. Misdaad word gedryf deur die munisipaliteit omdat daar geen werkgeleenthede vanaf munisipaliteit is nie.

				<ul style="list-style-type: none"> As ons nie genoeg verdien of ons word nie genoeg betaal nie, dan volg crime.
	9,9	Safety	19	<ul style="list-style-type: none"> Die Polisie vat so lank om uit te kom, mense steek mes en skiet gun by Vaaldras. Die Polisie moet meer sigbaar wees. In die gemeenskap is die ewel dat daar niks is om te doen nie. Kinders rook okkapy en gebruik tik. Hulle is heel nag op en plunder en breek in. Die Polisie en Law Enforcement kry niks by tik-huise tydens klopjagte nie. Dit breek ons gemeenskappe af - hulle moet meer patroleer. Ons wil nie net sien dat polisie toeslaan nie, maar ons wil graag die ewel uit ons gemeenskappe hê. Daar moet 'n mobiele Law Enforcement kantoor tussen ons plaas-areas wees of 'n plaasweg kan gestig word teen vergoeding.
	9,8	Safety cameras	15	<ul style="list-style-type: none"> We want the safety cameras because of the high rate of crime and to identify criminals in our community. Cameras must be mounted high in order to capture those robbers and gangsters during day and night. Also to see that the shebeens do not violate the by-laws.
	9,7	Law enforcement	18	<ul style="list-style-type: none"> Law Enforcement just come and breaks down illegal structures without consulting us. They have no respect for people. They don't listen to the people, they just break down the houses with the furniture still inside. They smack people around. We don't respect them. They must communicate with the leaders. They are supposed to protect us. They are not there when we call them for the right stuff. They don't come when the people complain about the drugs.
	9,7	Safety	20	<ul style="list-style-type: none"> Ons soek graag 'n mobiele polisiestasie vir veiligheid. Ons het geen vertroue in Wetstoepassing nie. Hulle is nie meer sigbaar in die wyk nie en die misdaad het opgegaan. Inbrake en dwelms neem toe en as die boere lei, lei ons ook, want dan kry ons nie bonus nie. Vir nou is Wetstoepassing die beste opsie, want die Polisie reageer laat of kom nie eers nie. Wetstoepassing staan hande in die sakke terwyl die mense tik en ander dwelms gebruik en doen niks nie. Die Direkteur van Veiligheid weet nie wat in al die areas aangaan nie, en konsentreer net in die wit areas en dorpsgebiede. Die kamera teen die pad werk nie. Hulle moet hom afhaal want dis 'n wit ollifant en niemand kom kyk na die ding nie. Die winkel was al twee keer beroof en niemand kan op kamera sien wat gebeur het nie. Dit maak vir ons moeilik vandat die Africans hier aangekom het. Dit is 'n gemors want hulle besteel bruin of boer. Die sekuriteit ouens dice saans tussen tienuur en elfuur op die pad, pleks dat hulle patroleer. Met die ontwikkeling van die gebied was daar beplan vir sirkels om die verkeer te kalmeer, maar wanneer kom dit? Die verkeers beamptes sit in hul karre en wys die kinders om oor te gaan. Hy klim eers uit as die pad

				<p>besig raak.</p> <ul style="list-style-type: none"> • Law Enforcement is sigbaar maar die munisipaliteit is besig om 'n Apartheid-sisteem in te bring. Hulle ry net by die bungalows en is nie beskikbaar vir ons nie. • Wat het geword van die opleiding wat jongmense al in Januarie 2015 sou gekry het vir patrolling? • Polisiëring is swak by ons, as daar inbrake by kerk is, kom hulle nie uit as ons bel nie - hulle kom net vir sekere mense. Hulle is baie slagattig om uit te kom. • Ons het groot probleem met Polisie. 'n Mobiele polisieostasie moet hier opgerig word.
	9,6	Neighbourhood Watch	1	<ul style="list-style-type: none"> • There will be less crime in our community if there is a neighbourhood watch. • Crime is being done because of the Somalies spaza shops and taverns that are open till late at night. • Members of the neighbourhood watch must be people that can be trusted and who cares, and will look after us.
	9,6	Visible policing	6	<ul style="list-style-type: none"> • Die landjie oorkant Rietbosch is 'n gevaarlike gebied, want daar word die mense gerob. • In die speelparkie sit die mense en drink. Die open-air gym is ook 'n probleem. Grootmense sit bo-op aparate en rook daar die okkapyp. • Jongmense koop 'n nippie brandewyn en dan drink hulle dit op die parkie. • Jongmense in die parkie gebruik liederlike tale voor die ander kinders. • Die polisie daag nie op as hulle geskakel word nie. Hulle moet meer sigbaar wees.
	9,6	Safety	11	<ul style="list-style-type: none"> • Gereelde inbrake vind plaas. Ons het kameras in die area maar nie genoegsaam nie. • Op Middelvllei is daar net 3 vroue op die buurtwag. Ons werksmense word gereeld aangeval. • Die munisipaliteit moet informasie beskikbaar maak soos waar, wanneer, hoe en wat gedoen kan word. Waarskuwingsborde moet opgesit word waar die insidente gereeld plaasvind. Sulke informasie moet effektief versprei word. • Ouens wat agter wetstoepassing se gebou slaap en op die taxirank slap, is 'n groot probleem vir die wyk en die dorp. Die polisie tel hulle op en laat hulle weer vry. Soms tel die polisie hulle nie eens op nie! • Boere in Devon Valley het 'n groot probleem met veiligheid. My huis is 'n jaar gelede leeg gesteel en ek het geen terugvoering ontvang nie. Vingerafdrukke is ook geneem, maar niks het gebeur nie. Elke 2de dag kry ek iemand spring oor my heining. • By die strook tussen Distell tot en met afdraai van Spier is daar geen lamppale nie. • Voëltjiedorp se mense word helder oordag besteel. Die dorp het vinnig gegroei en dit lyk of die dorp se ligte nie saam gegroei het nie. • Studente word op die voetpaadjies wat Universiteit maak beroof, selfs helder oordag. Daar moet veiligheidsbooms in areas gesit word om toegang te beheer.
	9,3	Visible policing	11	<ul style="list-style-type: none"> • Indien die polisie sigbaar is (soos die 'Bobby's'), sal dit die huidige kriminele afskrik. Ons sal dan veiliger voel, aangesien ons sal weet dat daar 'n polisieman om die hoek is.

				<ul style="list-style-type: none"> We don't want any loitering in the streets. Cape Sawmills is closing down at the end of the year and we need to look at alternative job creation, which will prevent loitering in this area. The municipality should assist in this matter. People from Kayamandi work at the Sawmills and they walk all the way from Kayamandi to the Sawmills past our neighbourhood. We are worried that when they lose their jobs, that they would steal from people staying here in ward 11. Polisie moet werksoekers/drentelaars na 'n sentrale plek neem in die buurt, en indien hulle teen 'n sekere tyd nog nie werk gekry het nie (bv. 11:00), moet hulle opbreek. Karwagte moet ook offisiëel aangestel word deur die munisipaliteit om hulle te verhoed om onwetlik 'bibs' te gaan koop om na motors te kan kyk. Dit veroorsaak dat hulle kriminele word, deurdadig hulle so mekaar "tip-off". Die taxirank is die nuwe broeiplek van alle onheil (dwelms word hier geberg en verkoop). Tikkoppe broei ook hier uit en as gevolg hiervan is daar inbrake in ons area. Ons benodig dus 24/7 polisiëring op die taxirank. Die teater wat afgebrand het, is ook teenaan die taxirank en daar word ook elke dag ingebreek.
	9,2	Squatters in Jonkershoek	7	<ul style="list-style-type: none"> Die squatters is 'n veiligheids risiko in die gebied vir inwoners sowel as vir toerisme. Dit het 'n direkte 'n impak op ons as buurt, veral hoe die geografiese deel van ons wyk lyk. Dit moet in prioriteit wees vir ons om aan te spreek.
	9,1	Safety	2	<ul style="list-style-type: none"> Daar ry mense in die bos in wat ons van geen kant af ken nie en in die bos poenany. Hier by ons is dit dwelmmisbruik en dit lei tot roof en die mense word helder oordag gerob. In La Motte is dwelmmisbruik 'n groot ewel en baie inbrake gebeur daar. We need a mobile police station in La Motte and Langrug. Franschhoek police station needs more manpower. They are under staffed and they also need more vehicles. The police and Law Enforcement must be more visible in our area and not only in town. We need special units like the drug and gangster units. They must bring back the PACA law. The municipality can support us with a neighbourhood watch and sponsor us jackets, batons, radios, and bicycles etc. We are not safe in our houses and streets, people break in your house, and if you find them, they will hurt you. We need road safety talks at ECD, schools. All the children need to be in school during the morning, but the police and social workers don't care. They walk in the streets and it is the same children that check out the area to break in.
	9,1	Safety	18	<ul style="list-style-type: none"> Die Polisiestasie moet hulle asseblief na die kant van die treinspoor kom, want ons word doodgemaak as ons oor die treinspoor loop. 'n Skoolmeisie oppad na die treinstasie was al verkrag. Bus drivers are over speeding and they are reckless. We need more speed bumps. It is dangerously un-

				<p>safe for our children.</p> <ul style="list-style-type: none"> • We need more visible police patrolling. • In Bambani we need a Neighbourhood watch and more streetlights. • Die kinders is even te bang om winkel toe te gaan, want die jongens loop netso met die messe in die strate daar by New Houses. • Tik is die grootste probleem hier in Klampmuts. Ons is nie meer veilig in ons eie plek nie. • Huiswinkels verkoop ook drugs. Dan is dit nog munisipale huise ook! Here in Klampmuts are many drug lords that sell drugs. • By die Nuwe Huise mag die mense nie smokkel nie, maar ons mense begint nou self daar te smokkel. Jou goed word sommer helder oor dag uit jou huis gesteel. • We have a problem with loud music and drugs in Mandela City till the late morning hours. The people are drinking at the clubhouse and end up stabbing each other with knives. Mandela City's tavern is a big problem for the community. • In Mandela City we need more lights. The lights in the centre are not enough and people are getting robbed.
	9,0	Crime on farms	19	<ul style="list-style-type: none"> • munisipaliteit moet sorg vir meer sigbaarheid van polisie op plase, dan kan ons rustiger slaap. • Distance in kloof is 3.5 km en 7uur saans is dit vroeg donker. As die taxi saans mense aflaai is dit gevaarlik, veral vir vroue. Daar is baie rondlopers en mense word seergemaak en ek was al self verkrag op die plaas want dis baie donker. Ons moet kyk na ons mense. • Ons is al 2 jaar besig met buurtwag, maar kry nie terugvoering vanaf die munisipaliteit vir opleiding nie. Ons neem foto's van misdadigheid, maar niks gebeur nie. • Kinders haal drein deksels af vir tik geld en die dreins word dan met 'n plank bedek. Dis gevaarlik vir ons kinders. Ons soek ordentlike deksels asseblief.
	8,9	Safety	3	<ul style="list-style-type: none"> • Die kinders luister nie na die buurtwag as dit hul eie plek se mense is wat loop nie. • When we want to go to Stellenbosch we have to cross a bridge, walk through a forest for a taxi and are normally robbed. • The police should be more visible during weekends, because of illegal activities around the community. • We also need a neighbourhood watch to monitor the shebeens, do patrols, and take youngsters away from the shebeens. Lanquedoc had a neighbourhood watch, but we do not know where it ended up. • Ons buurtwag was belowe dat alle lede opleiding sal ontvang – dit het nooit gebeur nie. Ons was 30 lede. Hulle is almal weg – daar is nog net twee lede oor. Die munisipaliteit hou nie by sy beloftes nie.
	8,8	Safety	1	<ul style="list-style-type: none"> • Die polisie waarsku die TIK merchants voor hulle kom skud. Ons polisie en Law Enforcement is vriende met mense wat sake het, dan verdwyn die dockets. • Groedal is 'n plekkie wat stil lyk, maar baie gevaarlik in die nag. Dan word mense hier gerob. • Soggends voor sesuur sien jy al hoe die Tikkoppe in die straat op en af loop. Dan is hulle op hulle wak-

				<p>kerste.</p> <ul style="list-style-type: none"> • Ons het te min polisievoertuie wat patrollies kan doen in die area. • Ek verstaan nie hoekom Wetstoepassing net in die dorp moet werk nie. Wat van ons? Is ons veiligheid dan nie ook belangrik nie? • Hier in die skeem waar ons woon is Law Enforcement nie sigbaar nie. • Ons parke en skole is die gewilde areas waar die mense wat drugs gebruik uithang om mense te beroof. Ons mense moet te bang wees om in die aande uit te kom na die winkels toe met die foon of geld in hul hande. • Elke naweek in Groendal word mense aangerand en besteel, dan kom die polisie eers na vyf ure of die next dag.
	8,8	Safety	15	<ul style="list-style-type: none"> • We want the Community Police Forum to fall under municipality. • Law Enforcement must also be visible in the tavern-areas from 10 pm -7 am. • Tavern should be closed at 12 pm and age restriction of only 18 and above should be enforced. • We want no drinking of alcohol on the streets.
	8,8	House shops	17	<ul style="list-style-type: none"> • Hier is teveel huiswinkels. Dis broeiplekke van onheil. Daar is geen kontrakte, kontroles en dwelms word ook uit die huiswinkels verkoop. • Law Enforcement moet ons help om orde terug te kry.
	8,6	Safety (Stellita Park)	17	<ul style="list-style-type: none"> • Ons kinders speel hier buite en drywers maak asof dit 'n resiesbaan is. • Die skollies staan op die trappe van die flats en roof die mense. Dis baie gevaarlik daar vir die vrouens om soggens vroeg van hul huise af te beweeg. • Die inbraak van motors is ook verskriklik in Stellita Park.
	8,6	Safety (Blaauwklippen)	21	<ul style="list-style-type: none"> • Daar loop mense rond wat nie hier bly nie en steel ons goed. Ons kan mos sien as dit nie ons mense is nie. • Daar hang ook skelms rond by die Begraafplaas
	8,5	Neighbourhood Watch	10	<ul style="list-style-type: none"> • Ons wil graag hê dat die Buurtwag reg equipped moet wees. Dit baat nie hulle stap sonder niks en kan hulself nie verdedig nie. Dit baat nie hulle lyk soos die Bambanani nie. • Ek wil hê dat 'n buurtwag moet wees daar waar studente bly. Ons stap elke dag op en af klas toe en was al beroof. Ons wil graag hê dat daar iemand moet wees wat saam met ons kan loop soos bv. Kampusbeheer. • Ek vra dat die Wetstoepassing meer proactieve moet wees. Mense loop deur ons gebied en dit is 'n gevaar-sone.
	8,2	Traffic law enforcement	7	<ul style="list-style-type: none"> • Die reaksie is baiekeer stadig as Wetstoepassing geskakel word om op te tree. • Ons buurt word glad nie gepatroleer nie, soos vir parkering op sypaadjies, stilhou by 4-rigting stoptekens, ens. nie. Ek het nog nooit 'n verkeersman sien aksie doen in ons buurt nie.
	8,2	Safety	10	<ul style="list-style-type: none"> • Wat gaan gedoen word in verband met die inkomers wat smokkel in Lapland woonstelle?

				<ul style="list-style-type: none"> Kinders word geroof by die huiswinkels. Die rivier is die skelms se wegsteekplek. Ons vra vir heinings om die riviere. Ligte agter Arora woonstelle moet vir ons veiligheid aangebring word. Polisie moet in ons area ook patroleer, want hulle gaan net na sekere areas. Ek wil weet wat gebeur met gangsters wat vuurwapens het. Hulle ry in 'n kar rond met 'n gun. Daar word niks van nie. Die Polisie vra nie die mense in die area nie, hulle ry net deur. Ons moet beskerm word teen die gangsters. Mense wat tik gebruik is die problem. Mense wat tik gebruik raak mal en beroof die mense. Daar kom mense van ander gemeenskappe en verkoop drugs in ons gemeenskap. By die parkie en woonstelle is daar drugs en daar word getik. Die muur en plante in die park bied slaapplek vir rowers en kinders word daar gerob. Ons voel nie veilig om te stap in ons eie pad nie. Ek kan nie eens my kind winkel toe stuur nie, dan rob hulle die kinders. Hier is baie loslopende honde en hulle val die mense aan in die straat. Elke dag loop daar mense met bullterriers en trek ons aandag terwyl daar ingebreek word. Bullterriers breek ons kinders se speelapparate in die parkie stukkend. By die parkie moet daar borde opkom wat honde moet weghou. Ons is bang die honde byt die kinders in die parkie.
	8,2	Policing (Paul Kruger street)	11	<ul style="list-style-type: none"> By die landjie wat oop is agter Dennesigstraat, is ouens geneig om te drink en daar te lê tot hulle weer nugter word. Daar word ook gedrink agter wetstoepassing se plek en hulle doen niks. Mense drink, slaap en verkoop ook tik op Bergzicht Plein. Daar slaap ook mense op straat slaap by die taxi rank en verkoop tik daar. Langs Gineo's in Dorpstraat naby spreekkamers is ook ouens wat slaap. Mense wat rondslaap breek in! Heeldag is wetstoepassing by die toilette by die taxirank en hulle doen niks. Die buurtwag se hande is afgekap. Daar is twee taxi's wat elke dag die manne (Rastas) aflaai wat merchants is om tik te verkoop.
	8,2	Safety	12	<ul style="list-style-type: none"> Here is a lot of violence in this community and the crime rate is also high here. We also need a police station here and visible law enforcement. Floodlights will help to reduce crime. In our ward we need a neighbourhood watch. Here is a general lack of communication among members of the community. The Ward Councillor needs to speak with tavern owners to at least close at 10:00 pm. Age restriction to taverns must also be enforced to keep our children out of the taverns. Councillor's need to have sessions with the tavern owners. If the owner does not comply with rules, the tavern must close.
	8,2	Safety	16	<ul style="list-style-type: none"> Hier is te veel tikhuise, by die civic kompleks. Mense word daar gerob. Law Enforcement en sekuriteit sit hier, maar hulle is self te bang vir die mense. Die gangsters en Tikkoppe skiet dag en nag perma-

				<p>nent. Bel jy die polisie, kom hulle laat of glad nie.</p> <ul style="list-style-type: none"> Die polisie moet net hul werk doen, want hulle kom nie hul pligte na nie. Daar is mense wat vroeg gaan uit hulle huise om te gaan werk en hulle weet nie of hulle gerob of seergemaak of iets anders aangedoen kan word nie. Ons soek meer straatligte in elke straat. Die straatligte in Betastraat in Smartie Town is af en party ligte in die area werk nie. Die parkie is oop en is nie 'n veilige plek in Smartie Town nie. Die veiligheid buite om by die skole moet verhoog word, want die sekuriteit by die skole is net verantwoordelik vir dinge binne die skool. Daar is elemente buite die skoolhekke. Kan Law Enforcement en Polisie nie meer sigbaar wees daar nie? Ons wil gesamenlike hantering van polisie patroliering hê. In ons gemeenskap is te min buurwagte. In wyk 16 is daar baie onwettige drankhuise. As die volke dronk is val hulle die onskuldige mense aan. Deurloop straat tussen die woonstelle is 'n gevaar. Bv. Pinestraat, Primerosestraat, The Steps en Jakarandastraat is die uithang plekke van die jongens en dis daar waar hulle die mense aanval. Daar is ook gewoonlik 'n klomp rowers wat rond staan by die winkel klompleks. Die parke moet toegemaak word want dit is naby die paaie en karre. Daar is nie 'n heining by die treinspoor en die rivier waar die kinders speel nie.
	8,2	Remove Port Jackson bush	21	<ul style="list-style-type: none"> Dit is baie gevaarlik hier by die Port Jackson bos, veral vir kinders en vroue. Ons loop soggens tussen 06:00 deur die bos en dit is baie gevaarlik. Die bos moet uitgedun word. Telana bos moet ook uitgedun word vir ons veiligheid.
	8,1	Criminal activities on R44	10	<ul style="list-style-type: none"> Skelms lê in die donkerte in slote en agter die muur, en dan gooi hulle die motors wat verby kom met klippe. Motors moet dan stop of maak ongelukke, dan word hulle beroof. Daar makeer kameras by robots om skelms vas te trek. By die woonstelle moet alle klein hekkies toegemaak word en net 1 groot hek moet ingesit word.
	8,0	Crime	5	<ul style="list-style-type: none"> Kan in Idasvallei nie ook 'n klein polisiestasie gebou word soos in Cloetesville en Kayamandi nie? Die polisie vat 5 ure voor hulle kom. Kan Law Enforcement nie daar wees nie? Sekere tyd in die nag vanaf 1-uur, kom die Tikkoppe en dan moet ons buitekant sit om ons eiendom op te pas. Ons kar is al ingebreek en dit is baie skade. Tikkoppe vang oral nonsense aan waar hulle gaan. Hulle beskuldig goedere, steel potplante, hulle steel enige ding om geld te kry. Hulle steel koper pype - alles! Baie van die mense weet baie meer, maar is baie bang om te praat. Mense hier is ook bang vir hulle huisgesinne se veiligheid. Soms kom die Paarl se polisie ook as dit baie deurmekaar is. Wat kan die munisipaliteit doen omtrent die vestiging

				<p>van n buurtwag? Hier is nie buurtwag nie.</p> <ul style="list-style-type: none"> • Vorige mense in die buurtwag het ook begin om mense tip-offs te gee. • Cloetesville se mense moet deel neem in 'n buurtwag in Idasvallei en andersom. Dan sal dit werk. • Beligting speel 'n belangrike rol vir die veiligheid van die mense in ons gemeenskap. • Die polisie moet meer sigbaar wees in die gemeenskap. <p>Die polisie vat 'n verklaring van aanranding, maar daar is geen saak nie! Hulle doen nie hulle werk nie.</p> <ul style="list-style-type: none"> • Tikkoppe vat die straat oor met aanrandings in die strate en hulle kom niks oor nie. • Daar vind al hoe meer diefstal en inbrake plaas in ons gebied. Dis onveilig hier. • Daar by Johnsonstraat moet 'n spreilig op die parkie gesit word, want die park word in die nag gebruik om te drink. Dis gevaarlik daar.
	8,0	Cut bush	6	<ul style="list-style-type: none"> • Die bos hier by Rietenbosch skool hou 'n gevaar in vir ons mense. Daar sit jongens en rob die mense. Hulle rook en tik daar en doen alles. As hulle daar uitkom is hulle lam gerook en doen dinge aan die kinders. • Daar slaap ook mense in die bos, wat die munisipaliteit elke dag uitsit, maar dan kom hulle net weer terug.
	7,9	Safety	7	<ul style="list-style-type: none"> • Ons mense vra vir beter polisiëring in die hele wyk 7. • Ons gemeenskap wil weet wat is die verhouding met die munisipaliteit en SAP om hierdie probleem op te los. Daar gebeur niks! • Car guards is 'n groot probleem en 'n risiko in die parkeerareas, veral die Pick 'n Pay parkeerarea en in Birdstraat is hulle 'n probleem. Die munisipaliteit moet gaan praat met die bestuurder van Pick 'n Pay sentrum oor die pakeer area. • Merrimanlaan moet meer zebrastrepe kry. • Ons het al aangevra vir speedwalle in Banhoekweg, en die paaie moet reg gemaak word, maar niks gebeur nie. Vir die inwoners van Stellenbosch is dit 'n kwessie, maar die munisipaliteit gee nie aandag daaraan nie.
	7,9	Visible law enforcement	15	<ul style="list-style-type: none"> • People create shacks illegally especially over the weekends. • Law enforcement must patrol because there are people who demolish The Shack in Kayamandi, their work has to be monitored.
	7,6	Poor police service	1	<ul style="list-style-type: none"> • The police service here is very poor! When you phone them, they take a very long time to respond. That is if they respond! We experience a lot of crime because of that. • Crime happens because of Tikkoppe. They rob you and will take anything they could sell for money. The Police will rather beat you who called them! • Police must be involved with the Neighbourhood Watch. • Seriously, the police are of no good to the community. They make drug arrests, but later drop the culprits off. • Hier in in Groendal en Mooiwater gebied is daar geen leken van Law Enforcement beamptes nie.

				<ul style="list-style-type: none"> • Ons voel dat die spaza shops vroeër moet toemaak. Dit sal help om ontslae te raak van die Tikkoppe in die wyk. • Hoekom word dit toegelaat dat die smokkelhuise tot laat in die aand oop bly - soos die Whitehouse? • We want the shebeens to be closed at 10:00 in the evening, especially on weekends. Waar is Law Enforcement of die polisie om te monitor dat toemaak? • Hier is ook baie harde musiek wat wat heelnaag raas. As ons dit aanmeld gebeur niks. • The police station is far away from the community and if anything happens we have to wait a long time for them to get here. • We need regular police patrols, because here is a lot of burglary happening. • The "buurtwag" and police should do patrols on weekends also, because our children are drinking until the mornings and do Tik.
	7,3	Visible police service	21	<ul style="list-style-type: none"> • Die polisie moet sigbaar wees in die gemeenskap. • Law Enforcement moet ook meer sigbaar wees met patrolering in ons area. • Illegal dumping is 'n groot probleem in Jamestown. Daar word gebel en Law Enforcement doen niks daaraan nie. • Daar word verwag dat jy jouself moet beveilig bv. deur buurtwagte om misdaad self uit te sorteer. Die proses was aan die begin gedoen maar dit het net vir 'n maand gehou. • 'n Mens is bang om hier in die aand in die strate te loop. • Rondloperhonde is ook 'n probleem in ons area. Law Enforcement moet daarna ook kyk. Dis onveilig vir ons kinders.
	6,8	Visible law enforcement	5	<ul style="list-style-type: none"> • Wetstoepassing moet meer sigbaar wees in die areas. • Law Enforcement ry net rond in Jonkershoek, hulle gaan net na die eiland en smokkelhuise.
	6,4	Safety	17	<ul style="list-style-type: none"> • Meer polisiëring moet hier gedoen word en wetstoepassing beamptes moet sigbaar wees. • Daar is geen veiligheid by die huiswinkels nie. Skollië beroof ons en hardloop weg met die geld. Ons kan niks doen nie. • Dit lyk of Wetstoepassing net gemaak vir die mid-dedorp en nie vir ons areas nie. • Taxibestuurders ry roekeloos in ons areas. Hulle is 'n gevaar vir ons kinders en mense wat hier loop. • Die pad by die garage op Firststraat gebeur baie ongelukke. Daar moet verkeersligte aangebring word.
	6,1	Safety	14	<ul style="list-style-type: none"> • The Shebeens should at least close at 12h00, in that way people will be much safer in their homes. • Is Bambanani still around to check? We trust Bambanani people because they walk around. They do not use bakkies to patrol. From 10h00 they should be starting to patrol. • The municipality should put floodlights on every corner of Kayamandi because there are places that are very dark. That's where the thugs hide and grab you when you pass by. • Is Law Enforcement deel van ons gemeenskap of net in die dorp? As hulle deel is, is hulle nooit sigbaar

				<p>nie. Net miskien as hule huiswinkels toe gaan.</p> <ul style="list-style-type: none"> Die ligte op parkie is 'n goeie ding, maar dit maak dit makliker vir Tik en dagga rook. Law Enforcement is nie daar om te kyk dat ons kinders veilig is nie. Hoek van Primrose en Steps is die beligting baie swak en dis baie onveilig om te loop as dit donker is - dis skrikwekkend! RDP Huise word gebruik vir smokkelhuise. Is Law Enforcement dan nie veronderstel om daarna te kyk nie? Crime it too high in the area. Robbery and house breaking occur daily. It is unsafe here. We want CCTV cameras to catch the perpetrators.
	5,6	Streetlights	7	<ul style="list-style-type: none"> Banhoekweg na Spar toe en Groenewyde aan die linkerkant het nie ligte nie. Studente word gegunpoint en beroof in die area.
	4,4	Lights (Jonker-shoek)	5	<ul style="list-style-type: none"> Hier is geen beligting in die straat as ons kinders moet skool toe gaan as dit donker is in die winter nie. Dit is onveilig vir ons hier om in die donkerte te stap. Beligting is oraaits maar daar is 'n donker kol op die veld. Daar word jy gegooi met klippe en geslaan met stokke.
	3,6	House shops	5	<ul style="list-style-type: none"> By baie van die huiswinkels gaan staan die kinders en rook. Huiswinkels wat sigarette aan kinders verkoop is onwettig. Die huiswinkels moet al 09:00 -10:00 toemaak, want na 09:00 drom hulle saam op die straathoeke. Polisie en die wetstoepassing dra kennis, maar hulle doen niks daaraan nie.

7,1		Housing		
	10,0	Sub-lease of property	18	<ul style="list-style-type: none"> Daar moet wetgewing wees teen die verhuring van huise. Huiseienaars woon nie in hul huise nie hulle verhuur die huise aan buitelanders. Hoe lank moet jy woon in die huis voordat jy dit kan verkoop? People get up to R30 000 for new houses.
	10,0	Abandonment of farmworkers	19	<ul style="list-style-type: none"> Die boere huur die plase by die munisipaliteit, maar die boere wil mense van die plase afsit. Die boere verwag dat mense op die plase markverwante huur moet betaal.
	10,0	Housing	20	<ul style="list-style-type: none"> Ons soek bekostigbare grond. Hier is klomp grond, maar dis die witman se grond. Hier is klomp onbenutte munisipale grond wat gehuur word deur die plaasboere. Die huurgrond verval eers 2041. Anderkant die rivier is 9.4 hektaar grond wat XXXXXX gehuur het. Ons wil weet wat van die grond geword het. Die munisipaliteit moet dringend grondkwessies in Wyk 20 aanspreek en onsekerhede moet uitgeklaar word.
	9,9	Housing	18	<ul style="list-style-type: none"> In die huis woon elf mense. Ons wil graag hê dat die uitstaande van die amount van 1 056 huise wat gebou moes word, dat daai klaar gebou moet word want die befondsing is mos alreeds beskikbaar. Hoekom moet jongmense van 23 jaar en ongetroud in huise kry? Die ouma het aansoek gedoen vir 'n huis toe is haar kleinkind op skool en sy trou en sy

				<p>kry huis voor haar ouma en haar ouma moet nou by haar loseer dis mos nie reg nie.</p> <ul style="list-style-type: none"> • Hoekom kry 'n couple wat in 'n verhouding is maar altwee bly by hul ouers en dan kry altwee huise en dan verhuur hulle een huis? • Ons ou RDP huise moet ons self finansieel bygedra het nadat die Government vir ons 'n subsidie gegee het. Hulle het gesê dat hulle vir ons boublokke gaan gee of hulle gaan ons vergoed as ons self bou. Dit het nooit gebeur nie. • Wanneer kry 'n mens jou huis se title deed in Koelpark? Hoe lank vat dit, want ons is al 3 jaar daar. • Wanneer gaan julle terugkom na die mense wat afgekeur is as gevolg van salarisse? So, wanneer gaan hulle met ons mense kom vergadering hou? • Die plakkerkampe hier bly onder water. Ons het al versoeke gerig, maar niks gebeur nie. • Mense bly met varke saam hier. Die varkboerdery boerdery moet vër van die huise wees. • We want the people of Mandela City to be moved to the piece of land near the Clinic. • We want more plots for informal settlements. • Die nuwe huise is swak gebou. Die vloere sak, dakke lig, mure kraak en dakteëls waai af. Deure se planke is los. Ons het al 3 complaints deurgestuurt, maar niks het gebeur nie. • In La Rochelle we need plots, electricity, lights and toilets. We need geysers at the new houses - like they did at the old phase. • There are a lot of backyard dwellers in ward 18 - we need more land for housing. Some of the people in the Informal settlements have "huge plots", compared to others.
	9,9	Housing	19	<ul style="list-style-type: none"> • Grond moet geïdentifiseer word. Kalkata bos is nat en lê teen 'n besige pad. Toe is grond weer by Muldersvlei geïdentifiseer en tot dusver was daar geen opvolg nie. • Ons baklei met staat oor grond en is in gesprek met Public Works. Uitsettings is 'n verkragting van ons grondwetlike regte tot huisvesting. • Kommersiële boere probeer altyd ons mense van plase af wegjaag, want hulle soek die jonger generasie. Moet ons nou ouer plaaswerkers nou in plakkerskampe eindig? • Wendyhuise op XXXXXX plaas is baie morsig en nat. Ons wil hê 'n gesondheids inspekteur moet kom kyk want dis ellendige toestande daar. • Ons het met die raadslid gepraat om finansiële hulp te kry. Hoekom kan ons nie wyksgelde gebruik vir dreinerings stelsel in Kalkata bos en om die grond meer boubaar te maak nie? Maar die raadslid sê dis 'n saak vir Provinsie en die geld gaan elke keer terug. • Plaashuise is in haglike omstandighede. Die pit toilets is onhigiënies. Op XXXXXX plaas is daar glad geen toilets nie. • Ons gebruik steeds pit toilets op XXXXXX plaas en dit maak net ons lewens- en huis-omstandighede bitter want dis onhigiënies en ongesond. • Koelenhof grond by die stasie was dieselfde as Kalkata bos. Nou is daar 'n spoggerige kompleks en geen grond vir ons bruines. • Behuising op De Novo staan al vir jare daar. Daar is

				<p>geen strate nie en huise is bouvallig.</p> <ul style="list-style-type: none"> • XXXXXXXX is aangestel, maar daar is geen kommunikasie met die munisipaliteit nie. • Die munisipaliteit neem nie verantwoordelikheid vir ons probleme nie - daar is te veel party politics.
	9,8	Housing	1	<ul style="list-style-type: none"> • Pniel het nog grond en Kylemore het ook grond, maar die huise word nooit gebou nie. • Die munisipaliteit gee nie meer antwoorde oor die 18 huise wat hulle in Pniel sou bou nie. • Ons oumense moet ons kerk gebruik vir 'n kliniek. Hoekom kan die kliniek nie daar gebou word as daar nie huise op die grond gebou gaan word nie? • Erf 64 was beoog vir behuising, maar daai grond behoort aan Public Works. Daai proses was aan die gang gesit en die munisipaliteit het Publieke Werke gevra om die grond oor te dra. Daai projek moet aangespoed word.
	9,7	Housing	6	<ul style="list-style-type: none"> • Die koste is baie hoog en ons kan dit nie altyd bekostig nie. Van 21 jaar ouderdom af moet jy huur op XXXXXXXXXX plaas betaal - dit was nie die ooreenkoms nie. • As jy nie werk nie, maar 21 jaar oud is, moet jy nog altyd huur betaal. R250 per 2 weke word daar by ons geld afgetrek. • By die huiseienaar word daar R450 afdgetrek vir huur. • Nadat ons afgetree het moet ons rent betaal, soos my man moet nog werk, maar hy werk nie meer op die plaas nie. My man betaal omtrent R1 800 huur en dan moet ons krag ook op die plaas koop. Ons kan nie buitekant krag koop nie. • In ons eie woonbuurte word daar ook Wendy huise op die agterplaas gebou. Een jaart staan $\frac{3}{4}$ vol Wendy huise en dit kan 'n gevaar wees. Wendy huise is 'n brandgevaar as daar 'n kortsluiting is en jy kan nie assurance kry op 'n Wendy huis nie. • Hulle moet meer huise gee vir die mense wat in Wendy huise woon. • Mense het al in Cloeterville HOP huise gekry, maar nooit in Idas Valley nie, en mense wat in agterplase woon word uitgebuit vir huur.
	9,7	Housing	12	<ul style="list-style-type: none"> • We need land to build more houses. Also land to do farming of livestock.
	9,7	Housing	16	<ul style="list-style-type: none"> • Baie grond word verkoop aan private mense. Maar, die hele tyd het hulle vir ons gesê dis Metro Rail se property. • Hulle gooi Stellenbosch se mense in Klapmuts wat hier in Stellenbosch gebore was. • Sodra ons Kleurlinge aanspraak maak op 'n behuisingprojek word ons gewys na die databasis toe van first come first serve. • Die behuisingmense wat aan die Kayamandi projek werk is corrupt. • Wanneer laas was hier in wyk 16 'n behuisingprojek? Die laaste was by die steps en dit was 12 jaar terug. • Die raadslid hier in wyk 16 is die portfolio chair van behuising en hoekom word hier dan nie behuisingprojekte gedoen nie? Net rondom Cloeterville word projekte gedoen. • Hulle sê daar is nie grond nie, maar daar is 120

				<p>plase wat aan die belastingbetalers behoort en hoekom vat hulle nie die plase nie en bou huise daar nie?</p> <ul style="list-style-type: none"> Hulle moet die behuisings kantore skoonmaak en 'n nuwe databasis opstel.
	9,7	Housing	20	<ul style="list-style-type: none"> Hier is 'n tekort aan behuising in die hele wyk 20. Die vraag is watter tipe behuising gaan gebou word? Ons soek behuising wat ons area en ons omgewing gaan komplimenteer. Ons het 'n behuising probleem hier, maar moet in ander areas gaan woon as daar 'n huis is. Hulle kan nie 'n persoon uit sy area haal vir behuising nie en op 'n ander area/wyk behuising aanbied nie. As behuising eendag geskied, moet almal dieselfde tipe behuising kry. Die wet sê dit moet dieselfde tipe behuising wees. Provinsie wil ons uitsit en wil ons in Macassar gaan neersit. Maar hulle mag mos nie die mense van die grond af sit nie. Ons weet nie na wie om te gaan as uitsettings plaasvind nie, want die wykskantoor is toe na 1uur. Die balju bring Tikkoppe om mense uit te sit. Hulle bring mense van buite af en ons mense wat jare hier bly kan niks huise kry nie. Ons het nie toilette nie en daar is nie geld vir behuising nie. Na 1994 het Stellenbosch Munisipaliteit nog nie een behuising projek in Wyk 20 van stapel gestuur nie. Die huidige projek is in sy 12de jaar op papier, maar daar is geen behuising in ons area nie. Die Behuisingsnood raak al hoe groter en amptenare versuim om hul plig te doen of hul weier om terug te kom. Ons is siek en sat vir amptenare wat nie hul werk doen nie. Die Longlands behuisingprojek het ontaard in 'n politieke speelbal. Die munisipaliteit belieg vir ons. Ons mense van Longlands is omgekoop met Hampers van R300.
	9,5	Housing	2	<ul style="list-style-type: none"> Ons bly al amper 10 jaar op Dennegeur en die huise was belowe dat dit die mense se eiendom sal word, maar nog niks bewys van eiendom is gekry nie. Ons huise het geen ventelasiegate en die enkelkamers het een venster en dit is baie nat en koud en muf in die huise. Die kinders bly siek en dis 'n groot gemors in die winter. Ons hier in Maasdorp wag ook al 18 jaar vir ei-enaarskap. Al die oumense het al gesterf. Hoekom kwalifiseer ons nooit vir 'n huis nie? Ons het gekwalifiseer vir White City se huise by die bank, maar die buite-mense het voorkeur gekry. Ons het nie meer 'n behuisingskantoor in Franschhoek nie. Hoekom is die kantoor weggeneem? The majority of our people stay in shacks, others are staying in the informal settlement and backyards. People are staying forever on the waiting list and there is a backlog on the waiting list. The municipality must do proper planning. We want a town, not just houses. We need land for emergency houses when there is a disaster or when people get evicted. The people in the informal settlement get more attention than the people who stay in the backyards.

				<ul style="list-style-type: none"> The people staying in the backyard are paying for everything, while the people in the informal settlement are applying for free electricity. This is unfair!
	9,2	Housing	17	<ul style="list-style-type: none"> Die behuisingskantoor is niks werd nie. Jy praat en kla maar hoor niks. Hier is baie probleme by die woonstelle, dis stuk-kend en water lek verskriklik in.
	9,1	Housing	5	<ul style="list-style-type: none"> Daar is behoeftige mense in wyk 5 waar behuising regtig 'n groot behoefte is. Daar is nou 'n projek in Idasvallei van huise wat te koop is. Hoekom moet ons vir alles betaal? Het Klappmuts, Kayamandi en Jamestown betaal vir huise? Ons word genoodsaak om na 'n bank te gaan vir finansiering. As 'n huis gekoop moet word met ons salaris kry ons geen verbande nie. Waar moet ons geld vir deposito's kry met al ons skuld? Hier word mense uit hulle huise uitgegooi oor skuld. Dis nie reg nie. Sommiges het wel goeie werke met goeie salaris, maar baie mense gaan nie huise kry nie omdat die banke nie maklik lenings gee nie. Hier is mense wat al meer as 40 jaar op die waglys is. Ek kry nie eens meer my naam op die stelsel nie. Ek wag al 23 jaar op die waglys, maar kry nie 'n huis nie. Maar ander mense trou vandag en kry more 'n woonstel by Lavanda woonstelle. Hoe werk dit? Jonkershoek se inwoners wag al vanaf 1994 vir dorpsstigting en eienaarskap van ons wonings. Wie staan pa vir Jonkershoek op die bult? Verskeie vergaderings was al gehou met die munisipaliteit, maar steeds is nog niks ontwikkel nie. Baie van die mense bly in hokkies en Wendy huise in die agter-plase. Daar is nie geld om huise te koop nie. Drie tot vier huisgesinne bly in een huis wat net 'n 2-slaapkamer huis is. Wendy huise kan maklik afbrand van kerse en lampolie omdat ons nie krag het nie. Daar is nie kommunikasie tussen die gemeenskap en die munisipaliteit nie. As hulle oor behuising na die munisipaliteit gaan, moet hulle van kantoor tot kantoor loop omdat hulle nie seker is na watter afdeling hulle moet gaan met hul behoefte nie. Hier is 'n opeenhoping van gesinne in huise. Die kinders kan nie eers leer nie. Die drug dealers trek hulle in en daar is geen privaatheid by hulle eie huise nie. Een kind het al buite onder 'n straatlig gesit en leer. Jonkershoek se mense het geen eienaarskap nie en die munisipaliteit sê dit behoort nie aan die munisipaliteit nie. Wie se grond is Jonkershoek? Niemand vat verantwoordelikheid vir Jonkershoek nie. Ons weet nie wie se grond is wie s'n in Jonkershoek nie. Die gemeenskap wil terugvoering hê in verband met die grond. Die Tuin van Eden, aan wie behoort die grond? Daar is altyd a crew wat daar sit by die Tuin van Eden. Die munisipaliteit kan mos die grond vir Wendy huise gegee het. Hoe kan die munisipaliteit die grond vir drug-huise gee?
	9,1	Housing	14	<ul style="list-style-type: none"> There are too many shacks in the wards and shacks

				<p>are very small and there's no proper space for us to live in.</p> <ul style="list-style-type: none"> • Shacks cause fire damage because it is so close to each other. • Houses help to improve standard of living and dignify people's lives. • To get income for rent, there are often forced to have lots of people living in one backyard.
	9,0	Housing	3	<ul style="list-style-type: none"> • Meerlust se huise het dringend aandag nodig. Die houtvloere vrot al en ons mense val deur die vloere. Die huise moet opgradeer word. Die munisipaliteit is swak, hulle moet dit kom doen. • Tydens die IDP vergadering in 2012/13 het hulle net ons mense kom kalmeer. Ons moet nooit glo wat gesê word nie. Jy word record, maar hulle vergeet om die record knoppie te druk. • Daar is baie mense wat nie kan bekostig om planke te koop om hul huise buite en binne reg te maak nie. • Baie van die planke vrot en die dakke lek. Daar is krake en barste in die muur en die reën kom deur die barste in. • Dit is 'n "rumour" wat ek gehoor het dat net mense wat afhanklikes het, gaan huise kry. Moet ons eers kinders kry om in die kategorie te val om huise te kry? Destyds was ek geleer kry eers jou nes en dan gaan haal jy kinders. Ek kan nie nou 'n hoop kinders gaan haal nie. • Hier is baie backyard persone wat ook aansoek gedoen het vir huise - al meer as tien jaar terug. Maar hier by Meerlust wag ons nog steeds vir behuising. • There is a lot of open space available for houses to be built on. • Here are lots of people and only a few houses. Some houses have 6 to 7 backyarders in one house. • The rental people struggle as they don't have money and because of seasonal work and the weather, they often cannot work full weeks.
	9,0	Housing	4	<ul style="list-style-type: none"> • As ons kinders trou is daar nêrens vir hulle om te gaan nie. Ek sit met 'n klein erf en op die einde van die dag sit ek met 'n probleem. Waarnatoe het die 27 miljoen vir behuising gegaan? • Ons wag al vir agt jaar vir 'n behuisingprojek op Cystergrond. Die behuisings amptenare het nie die subsidie vorms betyds ingestuur nie en nou skuld hulle die munisipaliteit 'n groot bedrag geld wat hulle nie kan betaal nie. Hulle moet 'n begin maak met die projek. • Ons is al 25 jaar in daai huise, ons kom van die Streekdienseraad se tye af. Hulle kantore het toe gemaak en ons is oorgegee aan die munisipaliteit. Wanneer word ons eienaars van die huise? Wanneer kry ons kaart en transport? • Ons was al by verskillende partye, die DA en ANC, maar ons kry nie terugvoering nie. • Ons betaal dienste maar is nie huiseienaars nie. • Mnr. XXXXXXXXXX het gesê hy weet nie hoekom moet ons rent betaal nie, want die grond/huise is nie hulle'sn nie. • Hulle het belowe dat ons R7 500 afslag gaan kry. Hulle het ook belowe dat ons dakverf sal kry. Waar is die beloftes? • Pensionarisse moet tax en rates betaal en hulle kry R1400 en hulle moet nog rent ook betaal.

				<ul style="list-style-type: none"> Die munisipaliteit moet eerlik wees dat hulle kan nie rekord hou nie! Dit gaan oor politieke partye en die magspolitiek maak besluite oor dienste. Op Cyster grond het ek self grond gekoop en self gebou, maar nog niks kaart en transport gekry nie. Die munisipaliteit het die dak opgesit en nou is dit hulle huis! Vanaf 1992 probeer ons, die Kylemore gemeenskap onder die Ratepayers en die Kylemore Concerned Citizens, om die grond aangrensend aan Rooistraat bekom. Dis nou al 30 jaar en ons het nog niks. Hier is 'n groot behuisingtekort in Pniel. Rondom ons lê daar grond onbenut in die hande van die boere. Ons het 'n brief gekry in 1992 dat die grond aangrensend Rooistraat oorgedra gaan word vir dorpsstigting. Toe ons, ons oë uitvee, toe behoort dit aan 1 blanke man. Die transaksies was goedgekeur deur Stellenbosch Munisipaliteit. Ons as Kylemore-mense soek daardie grond terug. Ek wag van 1997 af vir 'n huis, maar die munisipaliteit stel nie belang in mense wat in hokke bly nie. Rondom Malvastraat woon daar mense en aan die agterkant spuit die boer gif. Wat gebeur met mense? Dis 'n gesondheids risiko en siektes wat daar kan uitbroei. Mense betaal soveel soos R3 000 per maand wat in ander mense se yards bly sonder water en toilet geriewe. Hulle gooi hulle no 2 oor die draad in die bos. Mense van die Witblokke se huise moet aan hulle terug gegee word want hulle het langer as 10 jaar daar gebly.
	9,0	Housing	10	<ul style="list-style-type: none"> Daar sou huise gebou word by soekmekaar, gaan daar huise kom? Die woonstelle word nie geverf nie. Dit lyk vieslik waarin ons moet woon. Die hysbakke van die woonstelle is al meer as 10-jaar stukkend!
	8,1	Housing	15	<ul style="list-style-type: none"> We want land from the municipality because we want to build houses and a clinic. Each person must have their own site/space with their families. Most of the people in Zone M, are sharing 1 plot, while they are different families. If we don't have relocation we will not be able to deliver and there will be no progress.
	8,1	Housing	12	<ul style="list-style-type: none"> We are living in shacks and shacks often burn. We are tired of being traumatised with fires in shacks. We are tired of waiting in the temporary houses. We want dignity living, something that the municipality preach, and we don't get it! The houses in New Watergang are leaking and cause many problems and the walls of the 106 project houses are damped. Our children are getting sick, even the aged too. With strong winds the trees are falling on the shacks.
	7,3	Housing	1	<ul style="list-style-type: none"> As hulle huise bou, dan word daar net 'n sekere aantal gebou en die mense wat voorkeur kry daarop is net mense van 40 af op. Wat van die ander onder 40 en die wat dit nodig het en swerf? Hier is baie van ons mense wat nie huise het nie en

				<p>wat buite op die strate moet slaap.</p> <ul style="list-style-type: none"> • If they build houses the people who work in the offices make houses available for their friends and family. That is why people wait so long for houses. • There are people who are buying the houses from people that don't have a lot of money and then they rent out the houses for a lot of money and then they still get a house from the government. Hoekom kry hulle weer 'n huis as daar mense is wat huise nodig het? • Dan is daar mense wat baie geld het maar kry ook subsidie-huise, maar mense wat nie geld het nie kry nie huise nie. • Here in Langrug is a high backlog of housing, we need houses in Langrug. We are asking the municipality to please assist us with houses. • The first project, I was promised that my roof would be replaced. But, until today it is promises! Even a shack is better than that house, because when it rains our roofs are leaking.
	7,2	Housing transport	3	<ul style="list-style-type: none"> • Die oordrag van huise is 'n belangrike issue. Die munisipaliteit wil nie huise hier op Meerlust bou nie. Meerlust is prime property. Die boere in die omgewing is ryk en staan die ontwikkeling teen. Hulle wil nie huise daar hê nie. • Ons wil hê dat die munisipaliteit eers oordrag moet gee aan die huidige huisbewoners. • Van die inwoners was gedreig oor agterstallige rekeninge. • Ons moet 'n vergadering hou oor dit wat bespreek is sodat almal ingelig kan word.
	7,0	Housing	13	<ul style="list-style-type: none"> • We need houses for safety. Shacks get burned very easily. When you staying in a shack, there are those big rats that are coming from the drain to your shack, so they leave germs. • Shacks are leaking and hostels in this area are also leaking. It's not easy to get proper sleep when staying in a shack, because you are worried about what your neighbours are up to. • The space is very limited when staying in shacks. • Housebreaking happens a lot in shacks. • Kayamandi is too small for all the many shacks. We need to find a way to take the shacks out. People are even building upstairs in a shack, which is not safe. • When a person receives a house, the shacks should be demolished and the space must be kept empty so that formal houses can build on those spaces. • Word daar opgecheck as die mense hul RDP huise verkoop? Check Munisipaliteit op as enige mense hul huise verkoop in hierdie area? • Klappmuts behuisingskema het nie voorsiening gemaak vir mense op die huiswaglys nie, want mense wat nie op die waglys is nie, het huise gekry.

7,7		Youth development		
	10,0	Youth development	1	<ul style="list-style-type: none"> • Here is no proper functioning youth organization in Ward 1. We urgently need one. Those that are there

				<p>do not get any support from Stellenbosch Municipality. The registered Franschhoek Sinothando Arts and Culture has never been supported by the Stellenbosch municipality.</p> <ul style="list-style-type: none"> • The Youth are never informed about learnerships so they can improve their CV's. • Here are no skills development or facilities available for the youth in the area. • We also get no support from the municipality to start our own businesses. • People need to drive out to us here to ask people what he/she can do or where he/she can go to be assisted. I was at a workshop for two weeks at Score where jobs were promised, but nothing happened till this day.
	10,0	Youth development	12	<ul style="list-style-type: none"> • We need youth development programmes to prevent the youth to turn to crime, drugs, and alcohol. We must provide them with opportunities. It should include sports development activities. • A youth centre will help to get this going. • We need a community facility, such as a Thusong Centre, indoor sport centre, and school for the people in this community.
	10,0	Library	13	<ul style="list-style-type: none"> • We want library for education. There is no library nearby for our children to use. • The children need a library for research, for school tasks and to look for jobs.
	10,0	Centre for NGO's	14	<ul style="list-style-type: none"> • Here are NGO's that have no space to work from. NGO's here in ward 14 need a centre to work from. • The municipality must help us with a facility. Here is a Legacy Hall, but you must pay R400 a day. We do not have that kind of money. It's being used mostly by white people.
	10,0	Thusong centre	20	<ul style="list-style-type: none"> • Ons benodig 'n Thusong Centre om die lewe gemakliker te maak en vir dienste en informasie.
	9,9	Youth/Thusong centre	15	<ul style="list-style-type: none"> • We need a Thusong centre for sports, recreation, youth challenges, social workers, life coaching, and financial advisors. • Such a centre could also serve as a hub for information in the community. • We want all government department services and sports centre to be in the centre where there are no facilities.
	9,9	School	18	<ul style="list-style-type: none"> • Ons benodig 'n hoërskool. Ons kinders moet Cloeteville toe gaan en het nie 'n bus nie en ons kinders word gerob in Cloeteville. Hoekom het net Kraaifontein se kinders 'n bus? • Ons soek 'n Multiple Centre. Waar die kinders na skool klasse kan kry. • Most of our Xhosa learners don't have a school here. They need to take a train. If we have a high school, we don't need to travel. Treine bly laat en dan bly leerders by die huis. That's why there are so many dropouts due to they don't have transport or money for transport. • On the trains the skollies are robbing us cause they don't know us and are not from our community. • A high school will supply jobs and if here is a high school, the lower grades will be motivated and will study harder. The high school curriculum must be in

				our learners' mother tongue in order to express themselves better when they go to varsity.
	9,8	School	3	<ul style="list-style-type: none"> There is no high school for us here. The high school is a distance from us in Khayamandi. We do not have money for transport to go to Franschoek High School. The busses are dropping us at the crossing and then we have to walk a long distance home, this causes a safety problem because our learners are mugged. Our parents cannot go to parent meetings because there is no transport to attend these meetings. I am at Kayamandi High School and dropped off at the entrance of Kayamandi.
	9,7	Library	4	<ul style="list-style-type: none"> In Kylemore makeer ons 'n biblioteek en daar is 'n stuk grond vir een. By wie doen ons aansoek vir die mobile library? Kylemore primary skool het afgebrand. Provinsie is ingelig en hulle het net twee containers kom neersit en die wind het so gewaai dat dit weggewaai het. As die skool agteruit gaan, beteken dit ons kinders gaan agteruit. Daar is klomp laerskoolkinders wat op die straat sit en dit is 'n kopseer vir die gemeenskap. Die ouers is in die werk en kinders gaan nie skool nie en gaan breek in by die ander mense.
	9,6	Youth skills development	10	<ul style="list-style-type: none"> Ons makeer beurse vir die jeug vir tersiële opleiding. Ons benodig dringend fasiliteite vir ons jeug, want daar is op die oomblik niks vir ons jeug om te doen nie. Daar sou 'n buitelig gym in die middelplein kry, maar niks het daarvan gekom nie.
	9,6	Youth skills development	17	<ul style="list-style-type: none"> Die burgermeester het 'n Skills Development fonds om jeudiges te help, maar die gemeenskap dra nie kennis daarvan nie. Die gemeenskap voel dat die munisipaliteit moet uitreik na die jongmense in hul wyk. Daar is geen kommunikasie nie. Kommunikasie is 'n one-side deal. Die skool hier moet skoongemaak word. Die stank van vuillis is so erg, en ons voel dis ongesond vir die kinders.
	9,6	Youth centre	21	<ul style="list-style-type: none"> Hier is geen plek vir voorskoolse sorg nie. Ons area word as deel van Jamestown gesien, en hier is maklik 40 kinders wat nie voorskoolse sorg het nie. Ons benodig 'n kleuterskool vir ons kinders. Ons moet 'n NGO nooi en plek kry waar 'n kleuterskool gehuisves kan word. Die munisipaliteit moet die gebou vir 'n kleuterskool voorsien. Ons wykskantoor is te klein en hier is geen gemeenskapsaal nie. Hier moet 'n gebou moet opgerig word vir ons gemeenskap. Groendal is 'n voorbeeld waar dit gebeur het.
	9,5	Projects for elderly	1	<ul style="list-style-type: none"> Our people must get exercise and training in the hall that we requested. In such a facility we can do something like agricultural projects and doing beads. We also want ABET classes, learn to read and write, as many adults are illiterate in this area.
	9,4	Wi-Fi	12	<ul style="list-style-type: none"> The Community would like to have open Wi-Fi. The whole of Stellenbosch are having open Wi-Fi.

				Why can we also not have it? It is not for luxury, but for educational purposes.
	9,3	Youth skills development	12	<ul style="list-style-type: none"> • Most of our youth are not accepted in universities. When the youth have skills they can stand for themselves. • We cannot wait for the government to create the opportunities, while we have skills in our community, ready to be developed. • We need skills like bookbinding. It can also increase the job opportunities for the youth. It will keep our children away from drugs.
	9,3	Youth skills development	19	<ul style="list-style-type: none"> • In die plaas areas moet ontwikkelingsprogramme vir die jeug uitgebou word. Die regering create misdadigers omdat hulle niks hieraan doen nie. • Ongekundigheid van ons raadslede is 'n groot probleem, want die volk gaan agteruit aan 'n gebrek van kennis.
	9,2	Library	3	<ul style="list-style-type: none"> • We want a place where we can do our research, schoolwork, do our CV's, applications, read books, and empower ourselves. • The only library is a distance from us in Pniel. To get there we have to cross a river and walk through a forest. So, nobody goes there.
	9,2	Youth skills development	21	<ul style="list-style-type: none"> • Ons moet ons jeug meer informed maak en dit sal meer leersaam vir hulle wees. • Ons wil 'n Community Resource Centre hê, want die fasiliteite wat municipal property is, word deur die munisipaliteit as hulle monopoly beskou. • Ons almal speel nie sokker nie, hier is jeug wat in ander aktiwiteite belangstel. • Hier is tans net een organisasie USIKO, in Jamestown, but nothing for the Youth. • Youth in Jamestown weet niks van die Natioanal Youth Policy nie. • Hier is eenvoudig geen geriewe vir jongmense in Jamestown nie.
	9,0	Youth centre	13	<ul style="list-style-type: none"> • Most of us youth don't have anything to do. • A youth centre will help us to have a place where we as the youth can discuss our needs and issues.
	8,9	Library	20	<ul style="list-style-type: none"> • Na 21 jaar van demokrasie is hier nog niks van 'n openbare biblioteek in die hele wyk nie. Hier is net 'n skoolbiblioteek vir die skoliere. • In Raithby is 'n groot leë speelpark waarvan die helfte van die grond omskep kan word in 'n biblioteek. • Sommige kere het ons ouers nie geld om ons in te stuur na die dorp se biblioteek toe nie. • Ons benodig 'n biblioteek sodat leerders daar kan gaan leer, want by baie huise is omstandighede nie lekker om te leer nie.
	8,8	Youth skills development	14	<ul style="list-style-type: none"> • We need to improve our style of living. Education could help to get better skills and income opportunities. It will also help to reduce poverty in the community. • When you finish grade 12, you sometimes cannot further your studies, due to finances. Bursaries are not so easy to get and NASFAS is so corrupt. We need more information about where to get bursaries. • In other higher education institutions, there is racism, so you don't want to go there.

	8,8	Education	16	<ul style="list-style-type: none"> • Wat word van die kinders wat drop-outs is of wat nie matriek het nie, maar baie goed is met hul hande? Hoekom kan daar nie vir hulle opleiding gegee word nie? • Ons soek 'n nasorg sentrum vir die kinders wat sukkel met hulle skoolwerk en wie se ouers nie omgee vir hulle kinders nie. Ons sal ook help met 'n studiegroep.
	8,7	Youth skills development	3	<ul style="list-style-type: none"> • A playground for kids needs to be created because younger children are bullied by the older children. The older children should get their own playing fields. • A sports field should be created. If not, kids will end up doing drugs. There are not proper fields with poles to play rugby or soccer. We need a sports ground with a clubhouse and changing room. • We want the young people always to be busy in the sport in order to refrain them away from unhealthy life. Die jeug kan ook met entrepreneurskap begin. • Die werkloosheidsyfer is so groot, so met die gevolg kry jy baie social problems soos crime. As gevolg van die werkloosheid gaan ek steel en misdaad word vermeerder. • As daar sekere goed in plek gestel word gaan daardie issues aangespreek word.
	8,7	Education	18	<ul style="list-style-type: none"> • The teachers at Klappmuts primary gives Mandela City children Afrikaans letters, and they don't understand Afrikaans. African parents and the kids do not know the language. There are a lot of African children attending the school in Klappmuts. • ECD facility is very expensive in Klappmuts. We cannot afford to send our children there.
	8,6	Youth skills development	5	<ul style="list-style-type: none"> • Hier is geen aktiwiteite vir die jeug nie. Hier is te veel smokkelhuise in Jonkershoek. Ons jongmense gebruik dagga en tik. • Ons het ook geen saal in Jonkershoek wat gebruik kan word vir die jeug nie. • I think the parents are failing with the youth. There is a youth group in Jonkershoek, but parents do not encourage them to go to the youth meetings. • Baie jeugdige is nog op straat. Hulle het die werkloosheid databasis vorms ingevul, maar word nie gekontak nie.
	8,5	Library	12	<ul style="list-style-type: none"> • We want a library in Nkanini. It is not safe for our children to walk from Nkanini to the nearest library. • We need a library for educational purposes and it will also create jobs for the people working there.
	8,5	Youth skills development	14	<ul style="list-style-type: none"> • We need a youth skills development programme to empower our youth with work and communication skills. • The Municipality must provide bursaries, learnerships, and internships for our youth. • We need a multipurpose centre where all these services can be provided. • We have to train our youth for sustainable job opportunities, and to create self-employment. Funding of grants must be increased for such training. • The Municipality must provide a project for the youth to teach them about self-defence. • The sports complex needs to be upgraded for proper use by our people.

	8,4	Training facility	1	<ul style="list-style-type: none"> • Sommige mense kry baie swaar om skoolfooie te betaal en dan gaan die kinders nie meer skool nie. • Ons skoolfooie is baie duur en dan wil die skole nie die uitslae gee nie en die onderwysers is baie on-sensitief.
	8,3	Youth skills de-velopment	4	<ul style="list-style-type: none"> • Hier is absoluut niks fasiliteite vir ons vir jongmense nie. • Die Pniel meisies het nie toegang tot die Pniel Gym nie. Die opsigter van die gym sê jy moet behoort aan die klub, maar daar is niks sports waaraan meisies kan deelneem nie. • Hier makeer baie dinge in ons Wyk om ons jeug be-sig te hou. Dit is waarom daar so baie van ons is wat vroeg skool los en drugs en drank misbruik. • Ons wil meer opleidingsprogramme hê in ons ge-meenskap bv. 'n kunsklub, want daar is kinders in ons skool wat meer vaardighede met hul hande kan doen as wat hulle teoreties aangelê is. • Ons makeer 'n swembad, parke en open-air gym. • Die gemeenskapsaal was gebruik om in te oefen, maar dit is sonder verduideliking gestop. Die hekke word Sondae gesluit – maak dit oop sodat ons men-se dit kan benut. Hulle kan gym equipment in die saal aanbring. • Kinders op plase het geen fasiliteite nie. Die area by die brug in Kylemore is ook sonder rede toegemaak – dit was as braai-area gebruik. • Ons makeer bydraes van die munisipaliteit vir sports organisasies om die jeug besig te hou sodat hulle nie 'n uitweg soek na drugs nie. • Die munisipaliteit doen niks om die jeug te lei nie. Wat maak hulle met die fondse? Waar gaan dit na toe? • Agtergeblewende jeug het nie befondsing om verder te leer nie. Hulle moet deur die munisipaliteit gehelp word deur middel van befondsing om verder te stu-deer. • Die BT Trust moet ook hulp verskaf aan die jeug.
	8,2	Youth skills de-velopment	5	<ul style="list-style-type: none"> • Wat word van die leerlinge wat matriek klaarmaak? • Ouers het nie geld om hulle kinders te laat leer nie. • Daar moet rereg iets gedoen word want baie van hulle het talent, maar die ouers het nie geld nie. • Die Departement van Sport en Kultuur kom nooit hi-erheen om hulle te vergewis van die toestande in die gemeenskappe nie.
	8,2	Bursaries for all	5	<ul style="list-style-type: none"> • Ons wil weet of dit waar is dat daar aansoek moet gedoen word vir beurse. • Hoekom word beurse net aan slim kinders gegee – dit skep die indruk dat ek te sleg is want kinders wat nie so goed en slim is nie kwalifiseer nie en raak mismoedig. • Wat is die ouderdomsbepערking vir beurse? Ek het matric geslaag, maar nie goed genoeg nie. Nou wil ons weet hoe word beurse dan toegestaan? • Is beurse vir alle rasse? Ons het nie geld om kinders verder te laat leer nie.
	8,1	Multipurpose cen-tre	2	<ul style="list-style-type: none"> • Kinders loop rond sonder enige skills in Langrug. • Meeste van Langrug se inwoners werk in tuine, om-rede daar is geen skills. • Daar is ook geen saal sodat die kinders bymekaar kan kom, sodat daar toegang is om kinders op te lei

				<p>nie.</p> <ul style="list-style-type: none"> Ons sien sulke sentrums in Stellenbosch en onse kinders het nie skills nie, en hulle word domestic workers. For business skills training also. For that they can only go to town. We need a hall or a Multipurpose Centre and then everything will be nearer to the community.
	8,1	Computer lab	12	<ul style="list-style-type: none"> Our children need to do assignments for school. We have no facility to assist them here. It will keep the youth busy and equip them with skills and to search for jobs. We use computers to make an on-line application when we want to apply to study after matric. It is not cheap to use computers in Internet café's.
	8,0	Bursaries	15	<ul style="list-style-type: none"> We need more bursaries for education of our youth. We need an internship after the municipality bursary. The municipality must have more interaction with the youth. They must have a relationship with the youth.
	7,9	School	12	<ul style="list-style-type: none"> We want more schools in Kayamandi, because there are lots of children and classes are overcrowded. To build more schools so that our kids do not have to go to Letjidoc (Lanquedoc). Education is the key to success. School are too small while the number of children is increasing.
	7,0	Wi-Fi	4	<ul style="list-style-type: none"> 'n Sterker WiFi konneksie vir ons skoolkinders se take vir inligting, veral vir wanneer jy nie betyds is vir die biblioteek se tyd nie. Hier was 'n WiFi, maar dit is af. Nou moet ons afloop na die skool toe. Dit is baie gevaarlik om in die pad aft e loop.
	7,0	Upgrading of school	5	<ul style="list-style-type: none"> Hoekom kan alle skole nie opgeknop word nie? Veral Bruckner de Villiers. Die skool is nie op standaard nie. Ons verkies om kinders dus liever na Luchoff te stuur.
	7,0	Youth skills development	6	<ul style="list-style-type: none"> Daar moet meer programme aangebied word vir die gemeenskap. Daar moet gekyk word na short courses vir die jeug. Train mense as ambagsmanne. Hulle moet youth programs aanbied. Die gym moet ge-upgrade word. Daar is nie 'n plek vir jongmense om te gaan in hulle eie plek nie. Jongmense drementel net hier rond want daar is niks vir hulle om te doen nie, bv. soos sport en speletjies nie. Ons jongmense verval in die drugs, en as hulle rehab toe gaan, moet hulle vër gaan. Kan hulle nie hier een bou nie? So word misdaad mos ook bekamp.
	6,8	Education	2	<ul style="list-style-type: none"> Ons het geen toegang tot plekke waar ons inligting kan kry rakende beurse nie. La Motte het 'n groot aanvraag vir 'n nasorg sentrum, want die kinders hardloop smiddags in die rondte sonder toesig, want die ouers werk. Waar eet die kinders en wie help hulle met huiswerk? The teacher is not well trained in many of our ECD centres. Some of the ECD centres are in a very bad state.

				<ul style="list-style-type: none"> There is no land for ECD centre. The Stellenbosch Municipality must give us land. In the primary schools, the grade R's are overcrowded in the classes. We need another secondary school, and all the cultures must go to that school or build more classes at Groendal Secondary and primary school. They can use Kabouterland for a research ECD centre and build more classes to accommodate other cultures to integrate at ECD level other culture languages. Some crèches close at 14h00, so we can use that same building for an after care centre, but they must have programs. <p>Schools need to make more provision for sport codes activities.</p>
	6,6	Youth centre	12	<ul style="list-style-type: none"> We need a youth centre with a gym inside. A place where our children can play netball. A hall is vital for organising youth activities. It can also be used as a community hall.
	5,0	Library	2	<ul style="list-style-type: none"> In ons gemeenskap op La Motte het ons eintlik 'n biblioteek nodig. Dit is baie vër vir die kinders om te loop namiddae na die biblioteek toe. Ons jeug is heel uitmekaar. Hulle gebruik dwelms en drink hulle naweke dronk. 'n Biblioteek sal hulle besig kan hou.
	4,2	Library	15	<ul style="list-style-type: none"> We need a library for educational purposes of our children. We use one library for the whole Kayamandi. We need another library with lots of books for research. We want more security for the library.

6,9		Clean environment		
	10,0	Clean river	5	<ul style="list-style-type: none"> Daar is rotte, muise, waterslange en skaapsteker slange in die sloot by Newmanstraat. Die gras is hoog en word nie deur die munisipaliteit gesny nie. Dis 'n dumping site. Die rivier is gevaarlik, veral vir kinders. Hulle kan daar inval en dis baie diep. Mense gooi kos in sakke en dit lok slange en die kinders krap daarin. <p>Bergies krap ook in sakke vir kos daar. Klein wurmpies is ook in die vullisdromme as gevolg van die kos. Dis 'n gesonheidsgevaar.</p>
	10,0	Obstruction of movement	6	<ul style="list-style-type: none"> Die konstruksiekamp langs die biblioteek is 'n probleem. Vir bejaardes is dit nou moeilik. Hulle moet nou 'n vër ompad stap winkel toe. Hulle moet die area mooi maak vir die mense wat kom vir Wi-Fi. Hulle kan gravel gooi en die stuk grond pave. Die mense se flow of movement word deur die konstruksiekamp geaffekteer.
	10,0	Clean environment	12	<ul style="list-style-type: none"> Our environment is filthy. Cleaning it will create jobs. The cleaners must have proper supervisors for proficiently. The draines must also be cleaned.
	10,0	River	16	<ul style="list-style-type: none"> Die bruggie by die rivier is gevaarlik en onstabiel. Dit

				<p>is 'n moord-bruggie as die trein aankom en jy mistrap kan die trein jou stamp. Die kinders kan inval want die gate is te wyd van die bruggie. Hulle kan val in die skerp voorwerpe.</p> <ul style="list-style-type: none"> Die munisipaliteit worry nie wat buite by die rivier aangaan nie. Dit is vuil en besoedel. Daar is otters en rotte in die rivier en dis gevaarlik vir die kinders wat in die rivier speel. Daar is ook slange in die rivier en dan kom dit na die speelpark en huise toe waar die kinders speel. Hulle sal die rivier moet skoonmaak en 'n muur bou wat keer dat die otters, slange en ander gediertes uitgehou word voor dit beweeg na ons wonings toe.
	9,9	Noise	5	<ul style="list-style-type: none"> Die mense speel harde musiek hier in Davystraat. Ons bel die polisie en die wetstopassing, maar hulle daag nie op nie. Wie moet gebel word inverband met hierdie probleem? Hulle kan musiek maak, maar hulle oordryf dit. Ons kan nie ons eie musiek aansit nie, want ons hoor al klaar hulle musiek.
	9,8	Flooding of houses	1	<ul style="list-style-type: none"> Waarom kan daar nie droplets by huise aangebring kan word nie? Dis die rede waarom daar geen afvoer is vir stormwater as dit reën nie. Ons plekke is oral onder water as dit reën.
	9,8	Need services	12	<ul style="list-style-type: none"> We want services to be delivered here and we want free electricity. Streets must be cleaned and we need a sewerage system. Our sewerage tanks are continuously overflowing.
	9,8	Clean streets	15	<ul style="list-style-type: none"> We want our streets to be cleaned to improve health and living conditions. It will help to create jobs.
	9,7	Small bridge from informal settlements to school	1	<ul style="list-style-type: none"> The river the children have to cross is dangerous. They are also playing in that river. It is going to be easier for our children to go to school, shorter and safer if there is a bridge across the river. At the moment they have to take a longer road to get to school, some of them get home with no books, because they wanted to cross the river and they fell into the water. Daar moet 'n bruggie oor die rivier gebou word by Mooiwater want die rivier hou 'n gevaar in vir die kinders wat daar speel en deur wil gaan.
	9,7	Clean environment	13	<ul style="list-style-type: none"> Our streets are filthy. It needs to be cleaned more regularly. Municipality don't remove rubbish and the skip before it is overflowing and littering our environment.
	9,6	Wheelie bins	17	<ul style="list-style-type: none"> Kinders wat by woonstelle bly kom af en koop by huiswinkels chips en gooi hulle papiere in die strate en voor jou huis. Dis morsig hier en ons moet hier leef. Baie van die mense se huise is nie toegekamp nie en vullis kom sommer uit hul yard uit. Niemand maak skoon of vee in Faurestraat nie. Die munisipaliteit sê net elke tyd ons moet ons eie straat skoon hou. Ek vee my vullis uit my yard tot in die pad. Waarheen anders? Vullis word in sake gesit, by die Mercedes garage, maar die munisipaliteit tel dit nie op nie. Die sakke breek en die vullis lê die hele wêreld vol. Ons strate word nie gereeld skoongemaak nie. Is

				<p>daar nie'n cleaning program nie?</p> <ul style="list-style-type: none"> • Hoekom neem die munisipaliteit nie tuinvullis weg nie? Dis hoekom mense hulle vullis langs paaie dump. Die raadslid sê ons moet 'n bakkie gaan leen vir tuinvullis. • Ons is tevrede met die Wheelie bins wat ons gekry het.
	9,5	Remove trees	12	<ul style="list-style-type: none"> • We want the trees to be cut in Nkanini because it is falling on our shacks. • Our solar heating systems are not working because of the trees.
	9,5	Clean environment	18	<ul style="list-style-type: none"> • The dirt and untidiness in our ward is a health risk for our babies and adults. • Our public toilets are dirty. • We need more rubbish bins. They are only placed at certain areas. • We need a skip at Mandela City. There is no refuse removal. It filthy everywhere. • In the informal settlements we get no plastic bags and there is also no cleaning projects in Mandela City. • We have volunteers that will clean Mandela City, but they don't have the necessary equipment. We need equipment or materials to do the job. • The municipality employ too few people to clean all the different areas in Klapmuts. The same people keep on getting employed on the cleaning project. The municipality must employ extra people to clean the whole of Klapmuts.
	9,4	Park benches	17	<ul style="list-style-type: none"> • Daar is bankies by die kerk in Rhodestraat. Die volk het sommer die bankies aan die brand gestee en afgebreek. • Die parkie in Kloofstraat makeer bankies en die parkie in Langstraat makeer ook bankies vir mense om op te sit.
	9,3	Maintenance of cemetery	11	<ul style="list-style-type: none"> • The fencing of all cemeteries (Lutheran, Muslim and municipal cemetery) is blatantly stolen by criminals. • The cemetery is a place where we are supposed to give respect and a place you want it to be quiet. At the Lutheran cemetery you find condoms, tik-pipes, empty bottles, etc. You can't go there because you are being assaulted and there are even cases of rape reported. • Besides the fence being stolen, taps are also stolen (anything metal) even metal lettering on tombstones are stolen! • Our cemeteries have become a focus for criminality. The bins at the cemetery are also stolen.
	9,3	Clean environment	13	<ul style="list-style-type: none"> • Daar is baie rotte en muipe, asook slange in Slabtown. • Baie mense is al dood van siektes as gevolg van die swak woonomstandighede. • Daar staan net een toilet en een waterkraan vir meer as 200 mense. Die woonomstandighede is baie sleg daar.
	9,0	Municipal services	6	<ul style="list-style-type: none"> • Ons word geïgnoreer. Net die dorp of die boeregebied was geld op spandeer en mooi gemaak. Hier gebeur niks! Daar moet 'n groter deel van die begroting na Idasvallei geallokeer word. • In Luckhoffstraat het die pyp gebreek dit was

				<p>stukkend vir 4-maande en vanaand is dit eers reggemaak.</p> <ul style="list-style-type: none"> • Daar by Luckhoff was 'n vergadering dat die behuising eers begin word 2017/2018, dan gaan hulle eers die pype begin lê.
	8,8	Pollution of rivers	4	<ul style="list-style-type: none"> • Die plaasboere wat besproeiingsboorde het maak dat die water min raak in die rivier. • Ons in Kylemore soek 'n besproeiingsbarrier langs Malvastraat se inwoners. Die gif gee die mense siektes.
	8,8	Remove scrapyard	13	<ul style="list-style-type: none"> • Ons kan nie verstaan hoekom daar 'n scrapyard in 'n woongebied moet wees nie. Die rotte, muise en kakkerlakke broei in daai plek. • Die scrapyard en XXXXX kan in die industriële gebied wees, nie in die woongebied nie. • Die mense steel die ander mense se goed en gaan gee dit by die scrapyard in.
	8,7	Maintenance of lifts in flats	10	<ul style="list-style-type: none"> • Die ouer mense wat op die sesde vloer woon moet met trappe loop tot by hul flat. Die ouer mense beseer hulself as hulle afkom met die trappe. • Die hysbakke bly stukkend en die kables en ligte word uitgehaal. Die gange en hysbak is donker in die aand. Die kinders mors in die hysbakke en haal die ligte uit. Die mense urineer sommer in die lifte. • Hoe moet mense wat swanger is trappe klim?
	8,6	Fence around Long Street flats	17	<ul style="list-style-type: none"> • Enige vandale kan net inkom soos hulle will. Daar moet Vibrocrete opgesit word. • Alle flats moet omhein word soos Groen flats en Tronk. • Kloofstraat-parkie moet ook omhein word en die een in Langstraat ook. Ons kinders is nie veilig daar nie. • Munisipale mense maak skoon by die parkie, maar mense maak weer vuil. Die munisipaliteit moet iemand daar sit om toesig te hou.
	8,6	Clean environment	20	<ul style="list-style-type: none"> • Op Longlands is daar 'n vullishoop, maar die mense kom dump enige plek hulle vullis. • Die kinders gaan haal goed daar uit en hulle eet ook daarvan af. Dit is 'n gesondheids risiko vir ons gemeenskap.
	8,2	Flats are dirty	10	<ul style="list-style-type: none"> • Die woonstelle se trappe is permanent vuil. Spinnerakke sit op die trappe en die mense no.2 in die gange. In al die gate van die flatse is 'Button Pype' ingedruk. • Ons het te min dromme by die flatse dan los die mense hulle vullis op die trappe. Vullis word sleg verwyder op flatse. Ons makeer kameras hier wat die oortreders kan uitwys. • Daar is rotte onder die flatse en in dreine. • Die mense maak tuin by die flatse en hulle weet daar mag nie tuin gemaak word nie. • Die ligte is af op die hoek-trappe. • Ons benodig meer braaigeriewe by die flatse.
	8,1	Clean environment	14	<ul style="list-style-type: none"> • It's very dirty in ward 14. It creates an undignified living space. • There is much rubbish everywhere, especially in the informal settlements area. • We are asking the municipality for a cleaning project in our area. • They should at least collect the refuse two times a

				<p>week and the skips should get cleaned regularly, because a lot of people live in the area.</p> <ul style="list-style-type: none"> The children are playing with that refuse and even eat it. The refuse create midgets that goes straight to the nearby shacks.
	8,0	Illegal dumping	10	<ul style="list-style-type: none"> Mense mors orals. Dis omdat 'n mens duur moet betaal by die stortingsterrein, en gooi dan eerder die vuilis orals. Ons betaal reeds vir vuilisverwydering, waarom moet ons nog betaal om vuilis by storting te gaan afgooi? Mense is nie eerlik by storting nie. Hulle weeg skelm en laat jou onnodig duur betaal.
	7,9	Clean environment	4	<ul style="list-style-type: none"> Daar kan baie gedoen word op die munisipaliteit se grond. Daar kan tuine opgemaak word. By ons ontspanningsplek by die rivier kan hulle dromme opsit en toiletgeriewe bou. Ons gemeenskap moet ook 'n swembad kry. Hier is baie mense in ons omgewing wat nie so bevoorreg is om weg te gaan nie. Dit is baie onkoste wat ons moet aangaan as ons see toe wil gaan. Ons dam makeer 'n nuwe omheining want daar is gate in die heining en die kinders speel en klim daardeur en dit is gevaarlik vir hulle.
	7,8	Cleaning of drains	12	<ul style="list-style-type: none"> When the drains are cleaned, there comes old food out which caused the blocking of the drains. One of the problems is that the drains are not properly covered.
	7,7	Dumping site	3	<ul style="list-style-type: none"> Kan die munisipaliteit nie iets doen by die dumping site doen nie? nie, dit lyk baie morsig daar. Hulle kan mos 'n stootskrapeer instuur om dit plat te stoot. Die munisipaliteit het al bordjies opgesit dat dit onwettig is om daar te dump, maar dit help niks. Die plek is 'n groot gesondheidsrisiko vir die gemeenskap.
	7,7	Grass at flats	10	<ul style="list-style-type: none"> By soms flatse is daar nie gras nie, net grond. Kan hulle nie gras vir ons plant nie? Die lang gras word net al oor 6 maande gesny en daar is slange in die gras. Bottels en goed (skerp voorwerpe) word in die lang gras gegooi.
	7,6	Cleaning campaign	15	<ul style="list-style-type: none"> There are children who are going to be affected with diseases like TB and so on. Most of people throw the garbage out after the municipality has already taken the garbage. People must have bins to put the garbage in. We want cleaning campaign project, because the municipality comes only once a week to collect the rubbish.
	7,3	Solid Waste	2	<ul style="list-style-type: none"> Daar moet meer swingdrums aangebring word. They should rather make use of swing drums – drum swinging between two poles. It is much easier to handle. Die huidige skips is binne 2 dae vol en dan lê die vullis rondom dit rond. The cleaning of the drums must be handled the same as with the fire extinguishers. They are using young people from the community do the service. Place one swing drum between two houses. The skip is only emptied once a week. Therefore, drums will be better.

				<ul style="list-style-type: none"> Mense moet opgelei word oor netheid, want hulle gooi somer dooie honde in die skips en dit hou 'n gesondheidsgevaar vir die gemeenskap in.
	7,3	Littering	11	<ul style="list-style-type: none"> Drentelaars loop die deur strate en bemors die strate in Dennesig. Daar word gesê "hulle create jobs" as hulle so mors. Putting out bins in the area is not a solution, since our bins get stolen. The police or municipality should consider fining people who do this. Dumping of building rubble in open spaces is also a problem in our ward. People come and drop their rubble anywhere in Papegaaiberg.
	7,0	Clean the streets	6	<ul style="list-style-type: none"> In die Boord en boere-wyke is die strate mooi skoon, maar in ons areas lyk die strate vuil. Die "potholes" in ons areas moet reggemaak word. Daar word nie begroot vir ons vir ons paaie nie.
	6,9	Promote environmental awareness	14	<ul style="list-style-type: none"> We must train fieldworkers to make our people aware of the environment. The municipality must bring that project to our community and educate the community with environmental health, e.g. sanitation, etc.
	6,8	Cleaning of storm water drains	13	<ul style="list-style-type: none"> Die dreine veroorsaak groot probleme. As dit reën loop die water in by die huis in Azaleasstraat. Die munisipaliteit maak nie die dreine reg skoon nie. Daar is vullis in die dreine, dis hoekom dit die reënwater blokkeer. Ons voel dat die dreine by Madeliefie en Azaleastrate geskuif moet word. Dis die derde keer wat die water in die huis loop en baie goed word verloor. Die man moes rondom sy garage 'n muur bou. Daar was al vele kere gevra dat die drein weggeneem moet word.
	4,7	Garbage removal	10	<ul style="list-style-type: none"> Munisipale trokke ry verby swartsakke vol vullis terwyl hulle oppad storting toe is! Die munisipalewerkers moet opgevoed word om skoon te maak waar hulle sien is vuil. Daar is baie bergies wat krap in die vuilshokkie en mors. Die hekke by die vuilshokkie moet gesluit word sodat hulle nie daar kan krap en die plek bemors nie.
	4,0	Poor municipal services	16	<ul style="list-style-type: none"> As daar lekkasie in die stopkrane is wat die munisipaliteit moet kom regmaak, vat hulle baie lank voor hulle uitkom. Cornelsonstraat se gras word nooit gesny nie en in Vredelusstraat maak hulle nooit skoon nie. Hoekom het hulle die tuinvullisdienste in ons gemeenskap weggevat, maar dit word nog in die dorp gedoen? Hoekom het ons nie sypaadjies in White City nie? Die grond van die mense is tot teenaan die pad. Die munisipale drein was verstopt en die amptenaar wat uitgekom het wou nie aan die drein raak nie! Ek moes iemand baie duur betaal het om die drein te kom regmaak. Smarty Town se hoofstraat is vol slaggate. Elke keer word daar net 'n bietjie teer gegooi, maar as die karre weer daar ry is die gate maar weer daar. Die sypaadjies is pateties en vol modderpoele in die winter. Jy kan nie daar loop nie. Die rivier se wal is ook besig om uit te kalwer. Dit

				<p>raak al hoe breër en kom nader aan die huise. Dit is 'n risiko vir die kinders en dit is verskriklik gevaarlik.</p> <ul style="list-style-type: none"> Al die ou strate van Cloetessville se sypaadjies moet geteer raak, Jakarandastraat, Vredelusstraat, Pinestraat, Primerosestraat, Currystraat en Carriemstraat.
	3,9	Clean around power box	5	<ul style="list-style-type: none"> As ek winkel toe loop sit daar 'n groep volkies by die kragbox, wat sit en rook dagga. Daar word ek beroof en geslaan - dit is by Packham en Lindida drive. Mense pee by die kragbox en maak 'n toilet daarvan omdat dit nie omhein is nie. Dit is die uithangplek van tsotsies en mense word daar aangerand ook.
	3,7	Black bags for garbage	10	<ul style="list-style-type: none"> Swartsakke moet vir ons ook uitgedeel word. Daar is wel 'n groot sign met no dumping, maar die vullis lê nog steeds rond. Hier in Lapland is te min dromme. Ons mense tel siektes op van al die vullis. Recycle bags moet gehaal word en meer recycle dromme moet uitgestuur word. Die dromme wat uitgesit word, word gesteel. Mense wat in die dromme krap, gooi vullis uit en maak nie skoon nie. Die munisipaliteit vat nie vullissakke rondom 'n drom nie, net vullis binne die drom. Die honde krap dan in die sakke en bemors die hele wêreld rondom.
	3,6	Maintenance of cemetery	18	<ul style="list-style-type: none"> Ons in Klapmuts makeer ons eie begraafplaas, want ons moet Paarl toe. Municipality must employ someone to clean our existing graveyard and we need proper security there.
	3,4	Expand green routes	7	<ul style="list-style-type: none"> Fietsbane en die groen roete moet meer uitgebrei word na die hele area.
	3,2	Disparity in beautifying the town	7	<ul style="list-style-type: none"> In sekere wyke word daar baie meer aandag en geld gegee as ander. Daar is 'n persepsie van oneweredige aandag. 'n Mens kry die idee dat daar nie baie gedoen word aan verfraaiing in sommige dele van die dorp nie. Daar word baie meer in die middedorp gedoen en weg van Idasvallei af. 'n Mens kry 'n lekker gevoel as mens in die dorp inry van Kuilsrivier se kant af en van Somerset-Wes se kant af aan die eilande in die middel van die pad. Die tuine maak 'n goeie vertoning. Tuindienste is uitstekend! As 'n mens kyk na Idasvallei se speelparkie, kry mens die idee dis net daar neergeplak. Daar is nie moeite gedoen nie, bv. die opelug gym bokant Idasvallei se biblioteek. Daar is grond beskikbaar om dit mooi te maak om die speelpark, maar dit word nie gedoen nie. Langs die Idasvallei biblioteek is daar so 'n oranje kampie en dit lyk nie asof hulle daar iets gaan doen nie. Hulle sal dit nie hier in Mostertsdrift só doen nie.
	3,1	More frequent rubbish removal	13	<ul style="list-style-type: none"> The rubbish bins should be removed between the shacks to a place where it cannot be burned. The municipality used the immobile bins, but now when they are picking up the bins and they only take the mobile bins and leave the black bags lying there. When the municipality is cleaning the drains, they just leave all that dirt that they take out there for

				<p>more than a week before they come to pick it up. It smells terrible and is a health hazard.</p> <ul style="list-style-type: none"> When cutting trees, they do not remove the garden- ing rubbish. You have to take it and remove it your- self. Sometimes they only come once a month, or not at all. <p>Hoekom mag hulle nie meer tuinvullis vat nie? Die mense drop dit in Slabtown, dan skeur die honde die sakke. Dis baie stupid omdat my vullis gaan nie in die Wheelie bin nie.</p> <ul style="list-style-type: none"> Meeste munisipale vullisverwyderaars is al 14h00 by die huis. Wanneer verwyder hulle dan ons vuillis? Geen wonder dis a probleem nie.
	2,3	Clean river	10	<ul style="list-style-type: none"> In die somer is hier baie muskiete wat in die rivier broei. Die mense wat oor die straat bly, gooi hulle vullissakke by die riviere, en dit veroorsaak besoedeling. Die mense urineer en doen no.2 in die rivier. Die rivier is ook vol glasstukke.

6,4		Employment		
	10,0	Employment	14	<ul style="list-style-type: none"> Youth unemployment is high in this area. Employ- ment will help to bring the crime down. Why do they employ more foreigners than South Af- ricans? We have more qualifications and experience, and still the people employ foreigners? The municipality unemployment database must work according the wards and give priority to people in the wards where there are job opportunities.
	10,0	Employment	16	<ul style="list-style-type: none"> Die portfolio houer op die wykskomitee vir besighede moet vergaderings hou met ons om ons in te lig van werksgeleenthede. Hulle kan ons mense in die area gebruik, eerder as wat hulle mense van buite gebruik vir werk in ons area. Die databasis moet hersien word en 'n groot meeting moet gehou word in wyk 16. Die grootste probleem is by Smartie Town, dat daar baie mense is wat werk seek. In Smartie Town is 'n kontrak van 1 miljoen Rand uit en hulle moet die mense van Smartie Town erken en werkskepping aanbied. Die wykskomitee moet meer insit om vir ons werk- skepping te kry in die gemeenskap.
	10,0	Employment	18	<ul style="list-style-type: none"> We have no jobs. The municipality must give the people contracts. They must employ local reservists at the police sta- tion in Klappmuts. They can employ more of the young people and give them proper training, especially in Mandela City and Klappmuts. There are no Xhosa teachers at the school, but they don't advertise the positions. Some of us didn't finished school so there are no jobs for us. Daar moet ook werk vir ouer mense wees wat nie in die apartheidsjare skool kon klaarmaak nie. Met die nuwe ontwikkelings in Klappmuts, die nuwe

				<p>Shoprite en die wyn warehouse kry mense van buite voorkeur vir werk, wat van ons? Ons is 'n groot community hier en baie is werkloos.</p> <ul style="list-style-type: none"> • There is a lack of skills for youth to solve the unemployment issue. We need skills training and work-shops for us to get jobs. • Most of us are not working. Jobs are scare some and some of us turn to crime like robbing and steal-ing. • We need a rep from the community to speak to own-ers of the mall before it opens. There are many un-employed people in our community in Klapmuts. • As daar werke beskikbaar is, moet daar ook goeie kommunikasie na die gemeenskap wees. • Youth shadowing needs to take place for the youth of Klapmuts to gain experience because some of us want to go straight from school into KWAITO. • Ons jeug loop heeldag rond. Byvoorbeeld, soos ons begraafplaas lyk nie eers soos 'n begraafplaas nie en hulle kan 'n groep kinders kry en betaal hulle om die plek skoon te maak. • Ons soek dat die munisipaliteit ons moet inlig van projekte wat hier plaasvind in ons gebied en ons manse van Klapmuts aanstel. Ons wat in Koelpark bly hoor ook nooit van projekte nie. • Ons kinders word terug gedruk van werkloos wees. • Daar is die National Youth Agency Development. Hoekom is daar nie in Klapmuts 'n kantoor nie?
	10,0	Employment	12	<ul style="list-style-type: none"> • We need jobs to be able to support our families. • When people have work, there will be less crime. • Jobs will help us to pay school fees for our children. • We are really struggling with poverty here.
	10,0	Employment	20	<ul style="list-style-type: none"> • Ons mense kry net EPWP werk en niks van die mu-nisipaliteit af nie. • Die Rugbyveld is al 10 jaar sonder iemand wat toesig hou. Hoekom stel hulle nie iemand aan nie? • Jongmense het vorms ingevul in Julie-maand by die munisipaliteit. Hulle sal al by 13 July begin werk het, maar is steeds op die unemployment data basis en wag nou nog vir werk. • Mense wat agterna kom, kry werk en ons loop ons bene af en ons kry nie werk nie. • Ons bruinmense wat geswot het kry nie werk by die munisipaliteit nie - net die wit of swartmense kry werk. • Die ANC het 'n policy gehad destyds dat werkskep-ping eers by munisipaliteite moet wees voor mense van city of Cape Town hier kan kom werk. Wat het daarvan geword? • Ons soek volhoubare werksgeleenthede. EPWP werk is nie volhoubaar nie. Ons soek nie quick solu-tion nie. • Boukontraktors by hophuise bring hul eie mense saam om te werk en ons kry niks van die werke nie. • Werkloosheid maak dat misdaad styg en dan ge-bruik ons kinders drugs. • Jy kom vul die unemployment vorms in en kry nog steeds nie werk nie en daar is geen terugvoering of jy nog op die databasis is nie. • Die munisipaliteit skep vals hoop want ons kinders kyk uit dat hulle dalk gaan werk daar kry.

	9,9	Employment 4	4	<ul style="list-style-type: none"> • Ons hier het 'n LED department. Ons is bly vir die moeite, hulle maak ons dorpie skoon en hulle gebruik ons eie mense, Daarvoor sê die mense dankie • Hoekom maak die munisipaliteit nie 'n projek om die indringende bome uit die rivier te haal en so werk te skep nie? • Nogtans werk die mense van buite af vir die kontrakteurs om gras te sny, twerwyl hier kontrakteurs in ons vallei is wat dit kan doen. • In Kylemore is daar baie entrepreneurs wat gebruik kan word. Daar is grond geïdentifiseer en hulle gaan hokkies opsit, maar nou moet ons betaal vir 'n permit, maar ons sukkel dan ook om 'n living te maak.
	9,4	Employment	1	<ul style="list-style-type: none"> • 75% of our young people are unemployed. This lead to crimes such as burglary at the Somalia n's shop and also to drug abuse. • The unemployment database of the municipality is not used properly, because every time the same people get jobs from the Municipality. • The white people in town employ only foreigners and not from our community. It contributes to the unemployment in the area. • Kontrakteurs maak nie gebruik van die werklose mense in Franschoek nie, maar bring hulle eie werkers saam. En as ons werk kry dan moet ons lank wag vir betaling of die kontrakteurs hardloop weg met die geld. • Our children that finished Grade 12, are sitting at home and have no work. • The municipality do not even have any skills development projects in place for our children. • Because there is no job creation, crime is taking place in our community. • The municipality wants us to pay and if in the rears, switch off our electricity, but do not even give us jobs!
	9,3	Employment	3	<ul style="list-style-type: none"> • Die fabriek hier het toegemaak en nou is dit swaar om weer werk te kry. Hier is 'n klomp jongspan hier buite wat rondloop wat hulle kan werk gee. • Kyk hoe lyk dit hier buite die saal! Een oplossing is dat die munisipaliteit die werklose jeug in Wemmershoek kan gebruik om by die treinspoor, waar oral damme water lê, bakstene te sit. • As daar enige werke uitkom moet hulle eweredig wees en nie net vir sommige mense gee nie. Hulle moet kyk waar daar behoefte is en mense nie werk het nie. Die munisipaliteit moet vir hulle ook 'n kans gee by die skoonmaak van paaie. • In Meerlust het hulle gesê daar is nie geld vir Meerlust vir skoonmaak nie, maar eweskielik stel hulle twee manne aan, een van die plakkerskamp en 'n backyard person, en daar is veronderstel om drie tot vier mense te werk. Nou wat van die anders wat ook werkloos is?
	9,2	Employment	17	<ul style="list-style-type: none"> • Daar is 'n huis waar klomp seuns bly wat wekloos is. Hulle doen net lelike goed. Die polisie kom, maar as hulle weg is gaan dit weer aan. • Kinders wat matriek gedruip het kry nie werk nie, en gaan dan oor na drugs. • Ons gee ons name by die wykskantoor in, maar daar kom niks van nie. • Hier is baie jongdames wat by die huis sit en kan

				<p>werk. Werkloosheid is 'n kopseer in ons gemeenskap - mense drink, want hulle kry nie werk nie.</p> <ul style="list-style-type: none"> • Daar is baie werkloosheid onder ons bruinmense. Hulle kry niks uit affirmative action nie. • Dis hoekom ons kinders so stout is, want hulle kry nie werk nie. Die munisipaliteit moet 'n slag na ons bruin kinders ook kyk by werkverskaffing.
	8,9	Employment	4	<ul style="list-style-type: none"> • Werk in omringde Kylemore word selgs aan blankes toegeken wat ingevoer word. • Buite mense werk in Kylemore en ons mense kry nie werk nie. Dit kan lei tot groot opstand in Kylemore ons in Kylemore is gatvol. • Ons kinders wat matriek klaargemaak het gooi cv's in by die munisipaliteit, maar kry nie werk nie. • Witmense gee werk vir witmense en die munisipaliteit konkel saam. • In die munisipaliteit is hier nog nie eers 20 mense wat werk kry van Kylemore nie. Ons gaan binnekort opstaan teen buitestaanders wat ons werke vat. • As jy nie werk nie het jy nie geld nie en dan gaan ons oor na steel want ons moet lewe. • Ons is op die unemployment database maar nog steeds kry ons nie werk nie. • Die werksgeleenthede word aan ongeletterde mense gegee, ongeag as my kind die beste kwalifikasies het, want dis baantjies vir boeties. • Konsultante wat deur munisipaliteit aangestel word tree as boukontrakteurs op en gee werk slegs vir wie hulle ken.
	8,8	Employment	16	<ul style="list-style-type: none"> • Daar is baie mense wat in die straat bly, maar nie werk het nie. • Daar is elke keer dieselfde mense wat oor en oor werk kry. As daar aansoeke gedoen word by die munisipaliteit, gaan dit oor vir wie jy ken en nie jou kwalifikasies nie. • Daar is niks in plek om te werk vir matriekulante wat klaarmaak met skool nie. • Meer werkswinkels moet aangebied word vir ouer en kind om situasies te verstaan.
	8,8	Employment	14	<ul style="list-style-type: none"> • The matriculates are not getting work, because there is no work. • The community is scared because they are starting to use drugs. • We need assistance with regards to job creation opportunities, learnerships and internships for our youth. • Small and medium enterprise must be supported by the municipality to get it off the ground to assist with creating jobs.
	8,4	Employment	2	<ul style="list-style-type: none"> • There is nice training on paper, but our children do not have the money to travel to Stellenbosch. It should be brought to this side of the mountain also. Nothing comes to Maasdorp and La Motte. • We need land and a place for small business development where people can rent at a minimum rent. • People that are working at the fire station come from outside. • We need better communication channels for job opportunities because people from outside get jobs in Franschhoek.

	8,3	Employment	19	<ul style="list-style-type: none"> Die ou wat honger is en nie werk nie, steel en gebruik drugs om aan die lewe te bly. As Stellenbosch Munisipaliteit minder protocol het, kan hulle meer mense werk gee. Kontrakteurs van buite vat ons kinders se werk af. Werkloosheid gaan ook oor geleenthede vir opleiding. 'n Opleidingsentrum is nodig. As daar meer opleiding is, sal daar meer werk vir ons kinders wees. Ons benodig dus infrastruktuur wat kinders kan help om naskoolse onderwys te gee. Is daar nie 'n databasis by die munisipaliteit wat werkloosheid betref nie? En indien daar so iets is, hoe op datum is dit? Daar was ook die issue dat De Novo se mense nie werk kry nie. Protocol en wetgewing moet na gekyk word om toegang tot werk makliker te maak.
	8,0	Employment	5	<ul style="list-style-type: none"> Die meeste mense is by die huis en verkoop dagga aan kinders om geld te verdien. Die employment agency werk nie – Stel mense vir 6 maande aan maar daarna is hy maar weer waar hy was. Die casual/tydelike en die permanente werkers hang net aan die lorries. Die aansoeke by Law Enforcement werk nie want daar word by die gesig gekyk. 'n Mens kan nie 12-15 jaar aansoek doen vir werk nie, maar kry nie eers 'n call nie. Wat word dan van al die CV's? Die poste wat geadverteer word in die koerante is 'n klug, want daar is alreeds mense en vriende vir daardie poste. Hoe hulle mense aanstel is verkeerd om te se hoeveel persentasie bruin, wit en swart moet wees. Die bruin persoon is die meeste in die Weskaap maar die persentasie is nie. Ons jeug lei swaar onder die kwessie van werkloosheid. Mense wat kontrakte kry by die munisipaliteit moet gebruik maak van die werklose mense in die gebied.
	7,0	Employment	21	<ul style="list-style-type: none"> Daar op die oomblik is geen groot besighede of fabriek waar werk geskep kan word nie. Kan daar nie besigheids plekke by die taxi staanplek gebou word waar mense deur Jamestown in oggende beweeg nie? Ons benodig sulke kein besighede waar daar werk geskep kan word Die huidige unemployment is een van die grootste goed wat ek in my leeftyd gesien het. Youngsters word getarget om drugs te verkoop en self te gebruik. Unemployment is die rede hoekom hierdie donker goed aangaan.
	6,4	Employment	1	<ul style="list-style-type: none"> Ons sukkel om werk hier te kry. Meeste van die boere wil nie hê ons moet op hul plase werk nie. Ons het werk nodig, want sommige mense is enkel ouers en het nie blyplek nie. Werk kan van die misdaad verminder en dit beteken as ek 'n werk het gaan ek nie iemand anders rob nie. There is a lot of people that is not from here and there is a lot of our youth that have matric, but they don't get a job. As jy werk soek moet jy 'n CV het. Waar moet ons werkervaring kry as daar nie werke is nie? When I

				<p>apply for a job they want people who have experience.</p> <ul style="list-style-type: none"> • Ons mense wat nie werk het nie, het 'n lae selfbeeld omdat hulle nie aan hulle afhanklikes kan voorsien nie. Dis 'n vicious circle. • As die munisipaliteit werkgeleenthede skep, dan is dit net vir 200 mense, wat van ons anders wat ook werkloos is?
	2,8	Employment	13	<ul style="list-style-type: none"> • Here is a scarcity of employment. • The Municipality always employ same people over and over. • The Municipality should advertise the jobs in the Gazette on a regular basis. • The municipality should just give jobs to the local people, instead of using tenders, because the people who are doing the job do not benefit much, but the tender people take all the money. • The local people should be employed in that specific area. • There should be a minimal wage, whereby everyone will get paid equally, to all the companies that employ people - more specifically tender companies.

6,3		Electricity		
	9,8	Electricity	17	<ul style="list-style-type: none"> • Kragdrade word gesteel of oopgelos en die munisipaliteit doen niks. Dis baie gevaarlik vir mense en diere. • Hoekom verminder units? As dit die 1ste van die maand is, is units baie? Die munisipaliteit moet antwoord gee. • Skelms weet die mense se alarms werk nie as krag af is en breek by mense se plekke in.
	9,8	Electricity	20	<ul style="list-style-type: none"> • Ons weet nie of ons aan Stellenbosch of Eskom behoort nie. As iets verkeerd loop stuur hulle ons heen en weer. • As jou rekening van Stellenbosch af kom, dan moet hulle mos help. Ek het ingebel met koopkrag van die munisipaliteit, dan stuur hulle my na Eskom toe. • Hoekom kan van plaasmense net by sekere plekke koop? Die eienaar koop in bulk en kry subsidie op die krag en ons moet meer betaal. • Ons mense op die plaas kry nie subsidie nie en die munisipaliteit is nooit beskikbaar as ons wil praat oor huiseienaarskap nie, want na 15-jaar kan ons aandeelhouders raak, maar die boere weerhou ons van dit.
	9,5	Electricity	19	<ul style="list-style-type: none"> • Ons moet ons eie kragdrade en plugs regmaak op XXXXXX plaas. • Die boer wil ons mense van plase afsit vir spoggerige komplekse. Ons het begin woon daar in 1966 en dis nou 20 jaar later. Hulle cater net vir die toeriste. • Plaashuise word liever aan Zimbabweans verhuur. • Twee huise word verdeel/afgekap na enkel huise. Nou lek dit in en is nat. My huis gaan omval. 'n Ininspekteur moet ondersoek doen vir veiligheids rede. • Krag is geregistreer op die eienaar se naam en daar is 2 machines, een Eskom en een plaas. Die eienaar sê ons moet self uitvind oor krag registrasie.
	9,3	Electricity	2	<ul style="list-style-type: none"> • Die plek sal een van die dae soos Lanquedoc lyk. • Baie beloftes word gedoen oor behuising, maar ons

				<p>wag nou alreeds 7 jaar.</p> <ul style="list-style-type: none"> Jy kan krag aankoop net by Dennegeur en by geen ander plek nie. Pick 'n Pay verkoop nie krag aan die mense van Dennegeur nie. Jy kan ook nie by die Munisipaliteit koop nie. Inwoners hier kry geen voordele nie. Ons kry ook nie electricity free units nie.
	8,8	Electricity	3	<ul style="list-style-type: none"> In die begin van die maand kry jy die free units, maar in die middel van die maand raak die krag units al hoe minder. Die beurtkrag is ook sleg. We have a lot of shortages, because of only one electricity box. Electricity is expensive and you only get a few units when we buy electricity. The more people are renting on one owner's erf using one meter box, the more they get problems of power failure. People tap electricity from other houses, they dig holes and cause danger for kids.
	8,8	Electricity	6	<ul style="list-style-type: none"> Die plaas kry krag op die 25ste van elke maand, maar dan het ons nog nie geld gekry nie. Ons kan net krag op die plaas koop. Hoekom kan ons nie op die dorp koop nie?
	8,3	Power box in Mooiwater	1	<ul style="list-style-type: none"> Alle kragbokse in die gebied moet toegemaak moet word want dit is lewensgevaarlik vir die kinders. Daar was aan die munisipaliteit gevra om die kragboks te skuif, maar ek moet R2000 betaal! Die kragbokse hier het die plekke geword waar die Tikkoppe sit en raas.
	8,3	Electricity	4	<ul style="list-style-type: none"> Ons betaal hoë tariewe wat ons aan die Paarl munisipaliteit betaal, ek verstaan nie hoekom ons aan twee munisipaliteite moet betaal nie. Hoekom moet ek tax en rates betaal aan Stellenbosch en krag aan Paarl munisipaliteit. Ons het reeds vergaderings gehad dat elektrisiteit oor gaan na Stellenbosch, maar tot dusver het ons nog niks gehoor nie. Ons was ook in 'n vergadering in Franschhoek en ons het dit daar opgebring dat net sekere mense free units kry, maar het nog niks gehoor nie. Die tariewe is baie, want vir elke dag betaal ons R11.00 as ons nie krag gekoop het nie. As jy die munisipaliteit se koopkrag kry en jy skuld dienste gelde aan die munisipaliteit, dan trek die munisipaliteit eers die dienste gelde se bedrag af. Die straatligte bly dood en Kylemore en Pniel ondervind dieselfde probleme. Ons ondervind baie inbrake. Eskom praat van kragbesparing, maar die ligte brand deur die dag, maar straatligte is af gedurende die nag. Waarvandaan kom die krag van die kragheining, as hulle oor kragbesparing bekommerd is? Die mense wat aansoek gedoen het vir die son geysers het nie gekry nie, maar wél die mense wat nie eers aansoek gedoen het nie!
	8,1	Electricity	16	<ul style="list-style-type: none"> Hoekom raak die units minder as jy dit later in die maand koop? Bv. R50 vir 44units vroeg in die maand en R50 vir 30 units later in die maand. Sê maar ons is twee maande agterstallig dan blok

				<p>hulle ons krag en as jy by die winkels gaan koop, dan sê hulle gaan eers na die munisipaliteit om te betaal.</p> <ul style="list-style-type: none"> • Hoekom blok hulle pensionarisse se krag as hulle maar net daardie pensioen kry? Vir pensonaris wat gesubsideer word is dit baie min units.
	8,0	Electricity	12	<ul style="list-style-type: none"> • We need electricity because we are using candles and paraffin stoves, and they burn shacks. Electricity will help in preventing fires. • Paraffin is also very expensive. Every place have electricity, only Nkanini not. • Electricity decreases crime rate as it makes the house light. • With electricity we can watch television so that we will be aware of what is happening around the world.
	7,9	Electricity	2	<ul style="list-style-type: none"> • Ons kan alleenlik krag op Dennegeur koop en nie buite nie. Dis 'n groot probleem vir ons. • Ons kragboks moet opgegradeer word, want nou in die winter veral, slaan die krag meer as eenkeer uit. Dan is dit nie eers loadshedding nie, en dan moet ander mense uit die bed opstaan om die krag aan te sit. • The people need to get fines for the illegal connections in Langrug and backyards. But, before the fine people must get a solution, otherwise they will simply get it illegal again. It is this illegal electricity that let the shacks burn. • There is a dark spot in the streetlights in the R45. We need lights there. That's why a lot of accidents happened there and we also need lights in La Motte by the bridge and small bridge. • Die backyard dwellers moet hulle eie kragboxe kry of die boxe se volume moet groter gemaak word om krag te voorsien aan backyard dwellers. • Maasdorp het sy eie backyard dwellers en daar het baie meer mense bygekom en die transformers is te swak. • Langrug het ook 'n ou transformer wat te swak is.
	7,8	Electricity	5	<ul style="list-style-type: none"> • If we report faulty electricity, it will stay off for 2 to 3 days. They will send an electrician after five days. This electrician will ask R500 before they start working. If you don't have the R500, what can you do? • We buy electricity at a specific place and it is only at the Nature Reserve. We cannot even buy at Pick 'n Pay. • If the Nature Reserve is closed on weekends, you have to wait till Monday for electricity – thus, no electricity till the office opens on Monday morning! • One house has been waiting for 2 months for an electrician, and they are old people. • Hoekom kry net sekere mense SMS'e oor die krag wat gaan af wees, ek is mos ook 'n belastingbetaler. • Electricity is baie duur. Meterbokse was ingesit sonder dat ons daarvoor gevra het. • As loadshedding gebeur en die krag weer aangaan, is die units minder. • Ons moet baie krag koop om te survive. Dit vat al ons geld. Ons koop R20 krag by die huiswinkel en dan kry jy net 6 of 4 units. • Sekere tye moet mens eers R120 of R110 betaal om krag te kry by die huiswinkel want die aanvraag vir units vir die maand is te veel.

				<ul style="list-style-type: none"> Units raak al minder nader na einde van maand. Bv. as jy 400 units vir maand wil hê, dan betaal jy 'n ekstra R50. Krag is meer ekonomies vir mense wat maandeliks krag koop. Jy spaar meer as die mense wat koopkrag gebruik.
	7,4	Electricity	10	<ul style="list-style-type: none"> Waarom kan ons nie krag koop direk vanaf Eskom af nie? Dit is belaglik om R100 se units te koop en net 30 units te kry. munisipaliteit steek die geld weg. Meeste van die mense by die munisipaliteit is korrupt. Ons koop units, maar lewies word eerste gevat. Daar word ekstra koste by sommige afgetrek. Is dit toelaatbaar? By die huiswinkels betaal mense vir die printouts as hulle krag koop. Die munisipaliteit sit ons krag af sonder om mense in kennis te stel. Ons vleis en melk gaan af omdat die munisipaliteit die krag afsit. Wie gaan betaal vir ons kos wat sleg geword het?
	7,4	Electricity	13	<ul style="list-style-type: none"> In hostels you would find more than 20 people using one electric box. Without electricity the possibility of fire is very high. The electricity for the elderly must not be cut off as their medication is kept in the refrigerator (diabetes, Asthma, etc) and their medication is the only thing that keeps them going. It would be better if they cut off water instead, as you can ask for water from your neighbour, but not electricity. Eskom sit net ligte af. Kan Stellenbosch Munisipaliteit niks daaraan doen nie? Elektrisiteit se mense kom nie uit as daar klagtes deurgegee word nie. Die eenhedewat jy kry bly nie dieselfde. Wat gaan aan? As die krag afgaan, vat dit outomaties 2 of 3 units wat net verdwyn. Dis die munisipaliteit se plig om ons te laat weet wat aangaan. Ons was 6 huise wat se krag af was. Ons het die brandweer gebel vir hulp. Toe ek buite kyk is daar kinders by die kragboks besig, dis baie gevaarlik vir die kinders. Die kragbokse moet omhein word. Die kables gaan ook nog gesteel word.
	7,3	Electricity	21	<ul style="list-style-type: none"> Die elektrisiteit is 'n probleem. Hulle sê Eskom probeer dit wel uitsorteer. Ek woon bo by die Begraafpark en daar is klein kinders wat buite rondloop in die donker. Dis gevaarlik hier in die donkerte. Daar was voorheen gesê dat 'n ligpaal aangebring sal word vir die veiligheid van die inwoners. Maar niks het tot nou toe gebeur nie.
	6,8	Electricity	14	<ul style="list-style-type: none"> We need electric lights in and around our houses to prevent crime. We need electricity to prevent shack fires. Some people with electricity are connecting wires that can cause fires. Electricity is too expensive, you continuously get less units for lots of money.
	5,8	Electricity	1	<ul style="list-style-type: none"> Ons almal in Klein Mooiwater Plakkerskamp het nie krag nie.

				<ul style="list-style-type: none"> Die units wat ons kry vir koopkrag is baie min. Ons moet baiekeer sonder krag sit omdat ons geld op is. Die munisipaliteit sit ons krag af sonder om ons in te lig. Ons almal kry nie die selfde units nie, ons het drie winkels naby mekaar, maar die units verskil. Hoe werk dit?
	3,9	Power box	5	<ul style="list-style-type: none"> As ek winkel toe loop sit daar 'n groep volkies by die kragbox, wat sit en rook. Daar word mense beroof en geslaan - dit is by Packham Lindida drive. Mense pee by die kragbox en maak 'n toilet daarvan omdat dit nie omhein is nie. Dit is die uithang plek van tsotsies en mense word daar aangerand.

6,0		Roads		
	9,2	Pavements	1	<ul style="list-style-type: none"> We need sidewalks for our children to walk on so that they do not have to walk in the streets, because it is dangerous. Our kids are knocked over by cars and if we do get the sidewalks, lesser accidents will happen. It will also help our community surroundings to look nicer.
	9,8	Children safety	6	<ul style="list-style-type: none"> Die kruising van die pad vir skoolkinders op die R44 is gevaarlik. Die traffic beampte staan soggens by Nietvoorbij vir die mense om oor die pad te loop, maar daar is geen polisieman by die R44 nie. Daar was nou die dag 'n vrou omgery op daardie pad. Kinders moet die pad gebruik vir die skool. Die inrit na die plaas is baie moeilik om in te ry. Al die blindespieëls is al afgery soos die trokke sukkel om in te kom. Die afdraai na die plaas vanaf Cloetesville in onprakties, want die karre moet daar in die pad staan en wag om in te draai. Dis gevaarlik vir almal.
	9,8	Pavements	6	<ul style="list-style-type: none"> Daar was nie genoeg sypaadjies aangebring toe die paaie geteer was nie. Ons het dit met die vorige raadslid bespreek, maar daarvan het niks gekom nie. Luckhoffstraat bedien al die skole en hier is geen ordentlike sypaadjies nie. Die taxi's ry hier, kinders word vervoer met bakkies, en oumas moet met die kinders loop. XXXXXX was hier en sy sou zebra strepe kom verf het. Niks het gebeur nie. By Paul Roos was daar binne 'n maand sypaadjies gedoen nadat daar gekla was, maar hier na 4 jaar gebeur niks nie! Ons is mos almal belastingbetalers, ons wil almal in mooi en veilige omgewing woon. Dalsig het mooi wandelpaaie en mooi sypaadjies vanaf Paradyskloof na Jamestown, hoekom kan dit nie by ons gedoen word nie? Die munisipaliteit se leë beloftes stink! Gee vir ons dienslewering - vir almal gelykop. Kinders loop in die straat want daar is nie sypaadjies nie, maar die strate is mooi skoon in die Boord. Die gras van ons sypaadjies word nie eens meer gesny nie, ons betaal ook belasting.
	9,8	Roads	10	<ul style="list-style-type: none"> Langstraat Suid om die draai moet 'n speedbult kry. Die mense ry gevaarlik vining daar.

				<ul style="list-style-type: none"> Kruising by Jan Cilliers en Hammanshand moet 'n verkeerslig kry.
	9,7	Roads	4	<ul style="list-style-type: none"> Die ingang van Kylemore is lelik, die Provinsie moet dit teer en ons soek beautification. Daar was 'n voetbrug beplan regoor die Pniel skool. Waar is dit? Die karre stop nie by die voetoorgang nie, hulle gaan nog ons kinders doodry. Die stoptekens is skeef en party strate het nie eens stoptekens nie. Hier in Pniel hang die bome se takke in die pad en dit veroorsaak ongelukke by die draai. Daar is ook baie slaggate in die pad. Die motors stop nie by die voetoorgang nie, hulle moet stoptekens daarop sit. Die voetoorgangsbordjies is nie sigbaar vir die motoriste nie. In Johannesdal het hulle geteer net tot op 'n sekere punt. Protea en ander strate word nie geteer nie. Hulle gooi net gravel! Ek vul Arcade straat se sypaadjie elke jaar op eie onkoste.
	9,6	Pniel entrance from main road	4	<ul style="list-style-type: none"> Baie lank al versoek dat die ingang vanaf die hoofstraat na erf 320 gemaak moet word. Amptenare het besoek afgele en die aansoek is goedgekeur. Ons wag nou nog dat die ingang gemaak moet word. Niemand weet wat die probleem is nie.
	9,3	Traffic	5	<ul style="list-style-type: none"> Daar moet 'n verkeerslig gesit word by Leliestraat. Law Enforcement moet meer sigbaar wees. Die taxi's wat uit Kayamandi na Bellville gaan, daar is 30 mense in een taxi. Daars baie taxi's wat oorlaai en verkeersdepartement doen niks daaraan nie. Ek het na die traffic hoof gegaan om dit aan te meld, maar sê dis 'n provinsiale issue. Luckhoffstraat is baie onveilig wanneer skole uitkom. Daar is geen verkeersbeampte nie en die taxi's ry daar. Dis baie gevaarlik. Daar is 2 bakkies in Kayamandi wat altyd overload is met kinders. Verkeersregulering moet beter plaasvind daar. Kan die bus en ouers nie parkeer in die skoolyard nie? Verkeersregulering by die biblioteek is ook chaoties. Daar is geen verkeersregulering nie, dit moet regtig aangespreek word.
	9,3	Traffic frustration	11	<ul style="list-style-type: none"> Die traffic in die dorp is 'n fokop. My kuite is styf van al die stap! Alle ingangspunte in die dorp is congested - soggens, smiddae en saans. The school traffic also causes congestion and we need an efficient shuttle or public transport system, which runs from the Sawmills and Onder-Pappegaaiberg to the schools in town. Die taxis ry ook baie onverskillig en dra by tot die congestion. Daar moet meer verkeersbeamptes wees, veral tydens spitsstye.
	9,2	Pavements	17	<ul style="list-style-type: none"> Rhodesstraat, daar is geen sypaadjies nie, ook nie by Heinstraat nie. 'n Mens moet amper in die sloot staan by die kerk as motors verby ry. Glase en bottelstukke lê orals waar jy moet stap - dis gevaarlik. Sypaadjies is baie belangrik vir 'n ordentlike dorp. Faurestraat en 1ste straat het net aan die eenkant sypaadjies. Hoekom is dit onmoontlik om die gras te sny in Langstraat, maar in Kloofstraat kan dit gesny word?

	9,1	Roads	12	<ul style="list-style-type: none"> We need a road to give easy access for fire trucks, ambulance, and police. Some of us have cars and we are really in need of roads here. We need streets to have an address so that the community could get post delivered.
	9,0	Roads	2	<ul style="list-style-type: none"> In La Motte the streets need to be tarred and the sidewalks need to be paved. The sidewalks in Jafthasingle need to be finished and we want beautification for our sidewalks. In Smartie Town the sidewalks need to be paved and the street names also need to be painted. The roads in Langrug are full of dangerously big holes. If it rains, all the water and mud runs down through the formal houses.
	8,6	Transport	2	<ul style="list-style-type: none"> Hier is slegs taxi's vir ons en daar is geen busse beskikbaar nie? Byvoorbeeld hoekom is daar nie busse beskikbaar reguit na Stellenbosch to nie? Ons moet verskillende taxi's neem om in Stellenbosch uit te kom. Die voorstel is dat busse weer gebruik word. Mense moet hospitaal toe gaan en moet in die reën staan en wag. Daar is ook 'n gedurige gefight oor die taxi-fare.
	8,3	Roads	5	<ul style="list-style-type: none"> Hier is net 2 ingange en uitgange in Idasvallei. Dit veroorsaak opeenhoping in die verkeer en wat as daar 'n brand moet uitbreek? Gaan Stellenbosch Municipality "My City" busdiens hierna toe bring? Dit werk in City of Cape Town. Daar ry net een taxi in Jonkershoek en ry al oor 'n uur. My City kan elke 15 minute ry. Jonkershoek makeer bushokkies want as dit reën, waar moet ons vir die skoolbus staan en wag? munisipaliteit doen baie vir die studente in die dorp om space te maak vir bicycles. Dit is 'n waste van geld en kan anders gebruik geword het. Hier word geld liewers gebruik om die studente te bevoordeel, eerder as vir die gemeenskap. Hoekom moet daar altyd geld terug gestuur word wanneer die geld nie gebruik word nie? Jonkershoek se paaie is in 'n gehawende toestand. Hier is baie slaggate. Die taxi kan nie inry nie weens die slegte toestand van die paaie. Daar moet spoedwalle by Maroela-sirkel aangebring word. Die mense ry te vinnig daar, veral in die oggendure.
	8,3	Road signs	13	<ul style="list-style-type: none"> Die mense verontagsaam die padtekens. Hulle ry asof daar geen padtekens is nie. Hulle sal die kinders omry, veral daar by Azalea en Madeliefiestraat se sirkel.
	8,0	Potholes	17	<ul style="list-style-type: none"> Straat tussen G en D woonstelle en die Sandpad by Kloofstraat-woonstelle is baie sleg. Dit is vol slaggate en dis moeilik vir motors om daar te ry. Jy moet slinger soos 'n dronk mens om die slaggate te vermy. Die pad is in 'n swak toestand en baie mense moet daar ry.
	7,9	Speed humps	17	<ul style="list-style-type: none"> Die motoriste ry verskriklik vinnig en inwoners is bang dat hul kinders omgery kan word. Ons het lankal aansoek gedoen vir spoedwalle

				<p>Faurestraat. Maar, ons het nie toestemming gekry nie omdat dit 'n hoofstraat is. Ons wil hê hulle moet weer daarna kyk. Dis gevaarlik soos die karre ry.</p> <ul style="list-style-type: none"> • Party spoedwalle is baie plat en karre stop nie. • In Tennantville moet spoedwalle of robot gesit word. Kloofstraat makeer ook spoedwalle. Kinders word daar raakgery. Spoedwalle moet ook by Firststraat bebou word. Daar by die garage op Firststraat gebeur baie ongelukke. Daar moet verkeersligte aangebring word. • Die skool moet puntbeheer persone daar by die oorgang sit.
	7,9	Roads	18	<ul style="list-style-type: none"> • As dit reën is dit baie nat, Daars baie gate in die paaie en kinders speel in die water en word siek. • Karre ry swaar, want paaie is vol gate want sommige van die strate is nie geteer nie. • We need more stop streets to slow down the traffic. • Nuwe Huise makeer straatname en stoptekens. • Potholes moet reg gemaak word en so ook die yellow lines in die strate. • Cleaning of streets needs to be looked at. Kan die munisipaliteit nie vir ons help met die paaie wat so vol sand is nie? As dit reënt staan die water in die paaie. Die stormwater staan hoog in die paaie. Ek weet nie hoe hulle die dreineringsstelsel gebou het nie. • In Mosesstraat 8 staan die water en so as ek by die hek wil uit moet ek 'n roeibootjie het. • By Gonestraat, Collinsstraat en Cornelsonstraat borsel die stront uit. Hoekom gebeur dit veral as dit reën? • Hier was 'n gebarste pyp vir 3 maande lank al en die munisipaliteit het niks gedoen nie. Ek moes self daarin gegaan het en het self die pyp gesoek om dit reg te maak.
	7,4	Speed humps	1	<ul style="list-style-type: none"> • The past few months a number of children in our community were run over by Taxi's. They drive fast and do not stop at stop signs. • There are too few speed humps in Mooiwater. • In the streets where there are speed humps, taxi's drivers drive along the side past the speed humps. • We need at least two speed humps per street.
	7,4	Parking	17	<ul style="list-style-type: none"> • In Langstraat by H-woonstelle, skel die mense aldag oor parkering. • Ons het al die raadslid gevra dat die parkering afgebaken word met woonstel nommers. • Karre wat stukkende wrakke is moet verwyder word. Dit was al aan Wetstoepassing gemeld, maar niks gebeur nie. • Daar is baie min parkering in Stellenbosch. Dis hoekom mense gaan uit Stellenbosch om te gaan shopping doen as gevolg van te min parkering.
	6,9	Roads	1	<ul style="list-style-type: none"> • Dis tyd dat al die paaie in die wyk eenkeer klaar geteer moet word. • Slegs sekere gedeeltes word gedoen. • Meeste van die paaie is sleg en ontoeganklik vir motoriste a.g.v die swak toestand van die paaie. • In Franschhoek dorp kry jy nie sulke slegte paaie nie. Is ons nie belangrik nie?
	6,7	Speed humps	3	<ul style="list-style-type: none"> • Vanaf Proteastraat tot by die rioolstasie moet daardie stukkie pad en die strate geteer word.

				<ul style="list-style-type: none"> • Angelierstraat moet ook geteer word.
	6,6	Slow down traffic	7	<ul style="list-style-type: none"> • Op die Helshoogte pad, onderkant Kindersorg (Infrutec, Leliesstraat) moet 'n drie-rigting stopstraat gemaak word, of 'n verkeerslig aangebring word, aangesien dit baie gevaarlik is vir kinders en voetgangers. • In Merriman by die oorgang na die skool is dit vir kinders baie gevaarlik. Daar is al 'n voetoorgang gevef, maar dit help om mense te laat stop of stadiger te ry nie. • Voetoorgange beteken niks, karre spoed steeds. • Simonsbergstraat uitgang is ook 'n groot risiko vir mense wat die pad oorsteek vanaf Idasvalley.
	6,5	Roadside Works	14	<ul style="list-style-type: none"> • We need speed bumps to slow down the traffic here. It is dangerous to walk next to a street. • Potholes are everywhere and in the winter it is a mess. • We have no road signs in this area. It is all stolen. • Some houses need to be relocated, as they are too close to the road. • Pavements would solve a big problem for the pedestrians. Now we have to walk in the streets. It is dangerous. • They should place formal houses next to the roads, not informal houses.
	6,4	Parking	7	<ul style="list-style-type: none"> • By Endler straat is 'n parallel parkering, die karre pakeer agter mekaar. Dit skep vloei-probleme. • Eerste- en tweedejaars student moet nie met vervoer na die universiteit toe kom nie. Dit sal die parkering-probleem die dorp verlig.
	6,3	Roads infrastructure	14	<ul style="list-style-type: none"> • The roads are too small in this area and our kids are not safe. When there is a fire, it's difficult for the fire fighters to get in where the fire is. • We need better roads to decrease the accidents in this area. • The Municipality should clean blockage of drains in the roads and the mobile toilets as the effluent runs down the streets, which we use to move around.
	5,8	Pavements	21	<ul style="list-style-type: none"> • The driveways around the back are very slippery when it rains. If the drainage can be sorted out, it would help prevent accidents. • Pavement must be built to get people off the road. Daar is nie sypaadjies nie. Dis onveilig vir die skoolkinders om in die pad te stap. • Improve streetlights to prevent accidents - it should be energy saver lights.
	5,5	Access to farm	11	<ul style="list-style-type: none"> • Daar is 'n paal oor die pad wat na ons huise toe gaan. Wie moet dit verwyder? Jy moet maar jou ryding hier onder los. Ons kinders wat van die skool af kom moet op loop na die plaas toe. • Diefstal vind hier plaas van pompe asook elektriese drade. Alle areas moet gemonitor word.
	5,2	Roads	7	<ul style="list-style-type: none"> • Die straat oppervlakte in Mostertsdraif, Rowanstraat, onder in Van der Stelstraat en Keetstraat is in 'n swak toestand. • Ons motors se skokbrekers pak op. • Wanneer daar waterpype bars, tree die munisipaliteit nogals vinnig op en ons het baie waardering hi-

				<p>ervoor, maar dis nie die geval met straat oppervlaktes nie.</p> <ul style="list-style-type: none"> By die rivier se kant in Kommandeurslaan, is die oppervlakte ook besig om te verbrokkel en baie nat. Daar was oppervlakstudies gedoen, maar niks gebeur nie, en "patch-werk" is onaanvaarbaar. Al is dit net 1 of 2 strate in 'n jaar wat herstel word, sal dit baie help.
	4,8	Speed humps	3	<ul style="list-style-type: none"> Spoedwalle moet in ons strate aangebring word. Die mense ry roekeloos en hier is oral kinders. Daar moet ook speedhumps opgesit word. Die lorries en karre ry baie vinnig. Daar is baie klein kinders en as hulle by die hekkie uitkom, dan is hulle in die pad.
	3,8	Potholes (Blaauklippen)	21	<ul style="list-style-type: none"> By die verste punt van die Paradyskloofpad, entjie vanaf die kragbox, is daar groot slaggate. Daar is behoefte aan toegangspad vanaf die begraafplaas. 'n Pad moet gebou word vir nuwe ingang vir Jamestown Vallei pad is 'n groot probleem, busse ry tussen huise deur en die sy paadjies word eenvoudig weggery.
	2,9	Tarred roads	2	<ul style="list-style-type: none"> Dit is 'n gemors in die winter, dit is 'n hele modder besigheid daar van al die gate wat in die pad is. Ons soek teerpaai asseblief in Maasdorp en La Motte. Daar is baie gate in die paai en die mense wat soos varke ry. Die stofpaai hier veroorsaak baie sinus en bors siektes.

5,1		Toilets		
	9,9	Toilet facilities	5	<ul style="list-style-type: none"> Daar woon baie oumense in Gratitude Park, en hulle is belowe dat toilette gebou gaan word - niks het nog gebeur nie.
	9,9	Toilet facilities	19	<ul style="list-style-type: none"> Ons toilette is onhigienies. Die boere stel nie belang om regte toilette vir ons mense te gee nie. Ek het nog 'n pit toilet, wat 'n gevaar is vir ons kinders. XXXXXX plaas se gesinne het geen toilette nie.
	9,8	Toilet facilities	3	<ul style="list-style-type: none"> Baie, baie swak sanitasie geriewe in die hele skeemgedeelte. Hier is 1 buite-toilet vir 4 huisgesinne. Verstopings van riool dreine gaan nou weer begin sodra die somer begin. XXXXXXX is een van die swakste beplanners wat daar is, veral as dit by Kleurling behuising kom. Die munisipaliteit moet ontslae raak van hom.
	9,8	Toilet facilities	4	<ul style="list-style-type: none"> Baie, baie swak sanitasie geriewe in die hele skeemgedeelte. Hier is 1 buite-toilet vir 4 huisgesinne. Verstopings van riool dreine gaan nou weer begin sodra die somer begin. XXXXXXX is een van die swakste beplanners wat daar is veral as dit by Kleurling behuising kom. Die munisipaliteit moet ontslae raak van hom.
	9,7	Toilet facilities	2	<ul style="list-style-type: none"> Die toilette by die rugbyveld moet reggemaak word. Die toilette word ook nie skoongemaak nie. Mense

				wil dit nie eens gebruik nie.
	9,6	Toilet facilities	14	<ul style="list-style-type: none"> Toilets will help us to have a more healthy and clean environment. Here are only a few toilets and lots of people. We live in unhealthy conditions here. It is not safe for people to go to the field to help themselves. The toilets that we have are broken and the pipes are leaking. The municipality must come and fix them. The people who get the tender to fix the toilets did not do a proper job, because the toilets are still broken. We are very disappointed in the company. We want the previous service provider to come and clean the toilets.
	9,0	Toilet facilities (Langrug)	2	<ul style="list-style-type: none"> More toilets are needed. In this community are 2 800 people and only 48 toilets are available! Die toilette is nie toeganklik vir almal nie, want dit is gevaarlik en makeer beligting. Electricity lights must be put outside and in the toilets, as it is not safe in the evenings. Die kinders breek die toilette en verkoop die parte aan die scrapyard. The Municipality must talk to the scrapyard owners or close them down. Daar is ook geen deure aan die toilette nie. Hoe kan 'n mens dit gebruik!
	8,9	Toilet facilities	20	<ul style="list-style-type: none"> Longlands se mense het nie sanatasiegeriewe nie dit stink na XXX in die omgewing. Die bungalows het toiletgeriewe, maar ons het niks. Daar is 60 huisgesinne en as elkeen 'n gedeelte geld vir sewerage kan gee, kan 2 pype aangelê word. Sommige van die boere wat nie rioolgeriewe het nie, gooi die riool sommer in die riviere of damme. Almal in die huis in Top Shelf was al siek gewees oor 'n drein wat oorgeloop het en verby ons kombuisdeur geloop het. Die gesondheidsinspekteurs werk saam die boere terwyl ons kinders word aan die riool blootgestel word. Ons het geen toilets nie, moet gebruik maak van onder die bome of in die bos gaan sit.
	8,7	Toilet facilities	13	<ul style="list-style-type: none"> There are simply not enough toilets in this area for all the people. Because of so many people, the toilets are in a bad and unhealthy condition. We get diseases there.
	8,6	Toilet facilities	12	<ul style="list-style-type: none"> At New Watgang the sewerage drains are blocked and it overflowed. The Municipality cleaned it only after four months. The flushing box in Nkanini are always dirty and its not been cleaned properly. The people are getting sick. The toilets must be cleaned. We cannot use it as it is. It is too dirty and unsafe. It is not dignified. We have only 10 toilets. There are lots of families are using 1 toilet. More toilets will help a lot. When the toilets are blocked or a door is broken, the Municipality takes a long time to come and fix it.
	6,2	Toilet facilities	15	<ul style="list-style-type: none"> We cannot use one toilet between our 10 families! Our toilets are not clean. We want a shower inside the toilets.

	4,6	Toilet facilities	21	<ul style="list-style-type: none"> • Toe ons hier kom bly het, was gesê daar sal spoel-toilette wees. Ons wag nog steeds! • Mense gebruik die toilette dan los hulle dit vuil. • Daar is 'n ernstige behoefte aan ordentlike toilette hier.
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4,1		Municipal communication		
	10,0	Feedback on complaints	4	<ul style="list-style-type: none"> • Daar moet 'n dedicated person wees wat klagtes neem en toesien dat dit aangespreek word. • Daar is mense maar hulle gee nie uitvoering aan versoeke nie. Jare lank word niks gedoen nie. • Ons was al by verskeie amptenare sonder om terugvoering te kry. Die regte verwysings moet gegee word vir die persoon wie die klagtes kan oplos.
	10,0	Visible board members	6	<ul style="list-style-type: none"> • Die Raadslede moet meer betrokke, sigbaar wees in die wyk. • Hulle moet social media begin gebruik. Die meerderheid van ons gebruik facebook en twitter. Sy moet vir haar 'n facebook en twitter account open. • Ek moet die raadslid kan bel as ek haar nodig het. • Wat doen die munisipaliteit vir ons skole? • Die raadslid moet betrokke raak by die skole? Ons wil hê dat raadslid moet uitkom na ons toe. • Wanneer die burgemeester gevra word om bruin skole te moet bywoon, dan is hy nie beskikbaar nie. Maar hy is altyd beskikbaar vir wit skole.
	9,8	Improve communication	5	<ul style="list-style-type: none"> • Stuur nuusbriewe saam met die rekeninge. Dan weet ons ook van gebeure. • Taalgebruik op kennisgewingborde van behuisingsprojekte moet in eenvoudiger taal mee gekommunikeer word bv. "Huisse is beskikbaar". • Almal kan nie die Eikestad koerant bekostig nie - koerant is 'n brood se geld. • Dit is 'n goeie ding wat die munisipaliteit gedoen het om te bel vir hierdie vergadering, dit is die eerste keer wat ek ook 'n call van die munisipaliteit gekry het en ook n bietjie belangrik gevoel het. • munisipaliteit moet beter kommunikeer in die toekoms. Hulle gee datums vir vergaderings en kom nooit uit of terug nie. • Beste manier wat die munisipaliteit kan doen is om uit hul kantoor te kom en aan elke deur klop en mense se omstandighede te hoor en sien.
	9,8	Invitation to yearly Mayoral Tea	17	<ul style="list-style-type: none"> • Ons raadslede gee nie 'n meer 'n tee vir bejaardes in hulle wyke nie. • Raadslede is nie meer geworri oor ons nie. Is ons dan nie meer belangrik nie?
	9,7	Write off debt	1	<ul style="list-style-type: none"> • Die water en munisipale rekeninge is te hoog vir mense wat All Pay kry. Ons sukkel om 'n lewe te maak sonder inkomste.
	9,7	Notice board	18	<ul style="list-style-type: none"> • Ons bly op Veldman's Huise en hoor altyd 2 tot 3 weke later dat iets gebeur het in die Skeem as dit klaar gebeur het. • Kennisgewingborde kan opgesit word in Merchantstraat by die skool en ook by Veldman's Huise of die China winkel. • As daar geloudhail word, dan praat hulle Xhosa en al

				<p>praat hulle Afrikaans of Engels, dan hoor ons niks.</p> <ul style="list-style-type: none"> • Daar is geen kommunikasie tussen die gemeenskap en die raadslid vir die afgelope 4 jaar nie. • SMS en pamflette kan ook gebruik word om met ons te kommunikeer.
	9,5	No report back from board meetings	4	<ul style="list-style-type: none"> • In die konstitusie sê dit die mense sal govern. Die massa is in beheer maar dit lyk of ons agteruitgaan. • Die gemeenskap het al baie petisies gestuur aan die munisipaliteit, maar ons kry net nie 'n afspraak nie. • Die munisipaliteit moet asb luister, die mense skreeu en hulle moet kom. Hulle tjap die petisie om te sê ons het dit ontvang, maar niks gebeur nie. Daar word te veel games gespeel hier.
	9,4	Feedback	1	<ul style="list-style-type: none"> • We need feedback on this meeting about everything that was said in this meeting.
	9,0	Gap between municipality and community	21	<ul style="list-style-type: none"> • Ward Committee members need to take more initiatives and be more proactive. • Dit is die eerste keer vanaand wat ek die ward members sien. Hulle leef verby die mense en is nie daar om 'n verskil te maak nie. • Die ward office maak 13:00 toe en ons kom nie by die councillor uit nie. • Information is never shared en dit is baie hartseer. • Ek stel voor dat kennisgewings van vergaderings in die kerk afgekondig moet word.
	8,8	Electronic communication platform	21	<ul style="list-style-type: none"> • Ons soek 'n plek in Wyk 21 waar jy met almal kan gesels. • Selfs iets soos 'n webwerf waar mense hul klagtes kan gee, vir vergaderings kan emails gestuur word om almal te laat weet in wyk sal ook help. • Die plek kan as 'n mobiliseringsplatform gebruik word vir goed wat gebeur in die wyk en projekte wat geskied. • Die munisipaliteit moet beter met ons kommunikeer. Hulle kan persone sms. Alle huise het ten minste een selfoon. Mense koop nie meer koerante vir nuusaankondigings nie. • Daar was gesê Stellenbosch kry free WIFI. Wat het daarvan geword? • Ons het 'n probleem wanneer ons klagtes indien. Daar is nie traceability en accountability in terme van dienslewering nie. • Klagtes word nie effektief gehanteer nie, bv wanneer ons oor onwettige strukture kla, gebeur daar niks nie.
	8,6	Consistency in policy execution	6	<ul style="list-style-type: none"> • Die munisipaliteit moet hulle beleide uitvoer. Hulle breek onwettige strukture in Idasvallei en Cloetesville af, maar breek nie die structures in Kayamandi af nie. • Beleide moet eweredig sonder uitsondering toegepas word.
	8,2	What is role of board member?	6	<ul style="list-style-type: none"> • As ek 'n klagte het, moet ek dit na die hospitaalhoof kommunikeer. • Die raadslid moet help wanneer 'n persoon mishandel word, sodat daar 'n link kan wees met die hospitaal. • Ek wil net die telefoon kan optel en die raadslid bel om te kan help. • Die raadslid moet ook direk betrokke wees by die WKOD, verkeersdepartement en SAPS.

	7,8	Ward committee members	17	<ul style="list-style-type: none"> Wykskomiteelede doen nie hulle werk nie, maar hulle word betaal. Hulle kom net stemtyd dan sien jy hulle nie weer met 'n oog nie.
	7,4	Drivers of municipal vehicles ill disciplined	7	<ul style="list-style-type: none"> As jy kyk hoeveel van hulle parkeer oorkant die Volkshuis-gebou op die rooistrepe, wys dit hulle stel nie 'n voorbeeld nie. Hulle stop ook nie by stopstrate nie.
	7,1	Dysfunctional ward committee meetings	19	<ul style="list-style-type: none"> Wanneer laas het ons vergadering gehad? Dit bly net klagtes na klagtes, jaar na jaar. Wat julle nou doen, doen ons vir hoe lank alreeds? Word ons klagtes weggegooi of wat? Kry die munisipaliteit dit? Ons Wykskomitee vergader en teken notules en gee dit vir ons raadslid, maar niks gebeur. Daar is 'n houding: "ag dis plaasmense". Ons opofferings en tyd is onnodig. Ons baklei verniet dis 'n mors van tyd.
	3,3	Poor client services	7	<ul style="list-style-type: none"> Ek moet sê as die kantore toe is van die munisipaliteit veral na ure, is dit baie effektief. Die diens is net so goed na ure as deur die dag. Dit lyk of daar ten minste een persoon in beheer is wat weet wat aangaan. Mens kry die indruk as mens hulle laat weet, kom hulle baie vinnig om die pyp reg te maak. Daai een keer wat hulle kom werk het, het hulle 'n waterkar gebring en dis baie "effisien" gedoen. Deur die dag kom jy glad nie deur na die persoon wat jy soek nie. Jy kry ook nie terugvoering op navrae nie. As mens die munisipaliteit bel, lui en lui dit net. Of, hulle skakel jou deur en dan word jy afgesny. Toe ek daai een oggend half-vyf geskakel het, het niemand die noodnommer geantwoord nie. Waar lui die noodnommer?

4,1		Drug abuse		
	10,0	Alcohol abuse on sports fields	5	<ul style="list-style-type: none"> Wetstoepassing moet meer sigbaar wees op die sokkerveld. Ek bel gereeld die wetstoepassing. Hulle moet die mense voorkeer wat met wyn op die sportveld loop.
	10,0	Drugs	6	<ul style="list-style-type: none"> Tik-huise is 'n groot probleem. Kinders op die plase van 14 af gebruik ook drugs. Daar is kinders wat nie wil skoolgaan nie, omdat hulle drugs gebruik.
	10,0	Drug house	6	<ul style="list-style-type: none"> Wat is die bylaw rondom smokkelhuise? In Botmanskop is 'n munisipaliteit huis, daar gaan dit erg aan. Daar gaan baie gangs daar, veral skoolkinders. Botmanskop is 'n gevaar. Daar moet drasties iets gedoen word. Al wat die kaptein sê daar is nie genoeg voertuie nie. Die polisiemanne ken die mense, want as daar geskud word, kry die polisie niks. 'n Mens is nie meer veilig nie, daar moet poliseering plaasvind. Jy moet toesluit as jy uit jou huis gaan. Misdaad is daar 'n groot probleem hier en ons kinders kan nie eens op hul eie loop nie.
	9,8	Drugs	16	<ul style="list-style-type: none"> Hier is baie van ons mense wat in HOP-huise bly wat drugs verkoop. Hulle moet uitgesit word want daar is baie mense wat huise soek. Ouers gebruik hul kinders om saam hulle drugs te

				<p>gaan koop en gebruik dit voor die kinders en sommige ouers verkoop hulle kinders vir drugs.</p> <ul style="list-style-type: none"> • Baie van die jong kinders wat kinders het is nalatig op hul kinders en jongens kan hul kinders ontvoer. • Wat gebeur met die polisie wat saam met die drug merchants werk? Want obviously bespreek hulle by die polisiestasie dat hulle gaan uitskud, want hulle gaan steek hulle drugs op 'n ander plek weg. • Studente van die universiteit kom daakliks in ons gemeenskap na die huise waar hulle tik verkoop.
	9,6	Drug house	17	<ul style="list-style-type: none"> • Die gemeenskap wil weet of die munisipaliteit nie kan help om die smokkelhuise af te breek nie. • Die smokkelhuis probleem moet by die wortel afgebreek word. • Ons is bekommerd want ons gemeenskap gaan agteruit.
	9,5	Drugs	18	<ul style="list-style-type: none"> • Ons moet 'n sentrum oprig in Klapmuts vir ons kinders wat op drugs is. Hier is kinders van 7-jaar af oud wat drugs gebruik. • Kan die munisipaliteit nie iets doen aan die mense wat dwelms verkoop wat in munisipaliteit huise bly nie? • Law Enforcement in die Kaap is voor ons s'n. Hulle raak ontslae van die drug smokkelaars. • Daar moet ernstig gekyk word na die Polisie. Op Klapmuts floreer drankverkope saans laat en op Sondae, en die polisie doen niks. Nie een legal tavern het hersonering nie en hulle moet toegemaak word tot hulle hersonering kry. • Tik en dwelms is hier 'n baie 'n ernstige probleem. Hier is 'n ma wat self haar eie kleinseun in die tronk gesit het.
	9,2	Drugs	17	<ul style="list-style-type: none"> • Die gebruik van tik, dagga en alle soorte dwelms is baie erg in die wyk. • Die inwoners voel nie meer veilig nie, en vra altyd mense om saam te loop. • As gevolg van die gebruik van dwelms, verlaat kinders die skool op vroeë ouderdom. • Die probleem ontstaan dat inwoners beroof word en by hul huise ingebreek word. • Ons kinders is nog jonk, maar behoort aan gangs. Hier is geen programme wat die jongmense van die straat af hou nie. Kan die munisipaliteit nie vir ons iets doen om die probleem aan te spreek nie? • Jongens steel kragdrade vir dwelms. Ek het al die munisipale gebel om te sê van die stukkende kragdrade, maar hulle het nie uitgekóm nie. • Lyk hier is mense wat die goed (drugs) invoer. In Kloofstraat se woonstelle bly 'n drug lord. • Dis hartseer om te dink, ons jongmense wat nie werk nie en wat ander se goed steel om geld te kry om dwelms te koop. Die Nigerians wat bly in XXXXXXXX is big buyers. • Hier is ook teveel drankhuise. Die drankwinkel mag eers 11:00 oopmaak op 'n Sondag, maar maak al 09:00 oop. Dis onwettig.

	9,1	Drugs	5	<ul style="list-style-type: none"> Die polisie en Law en Enforcement patroleer nie daar by die huiswinkels nie. Elke kind kan ingaan om bier te gaan koop. Maak nie saak of die kind 10 jaar oud is nie. Die huiswinkels verkoop ook sigarette aan 2-3 jariges. Verskeie huise verkoop bier – nie net een smokkelhuis nie. Dwelmmisbruik en drank is vrylik en cheap. Dis oral beskikbaar in die woonbuurt. Ons bure gebruik dwelms. Die polisie en munisipaliteit word ontbied, maar mense gaan steeds voort met hul bedryfswighe. Mense maak omheinings, maar die materiaal word gebruik om hokke op te sit. Daar word baie goed gesteel, want 'n klomp goed gebeur deur dwelmmisbruik Die smokkelaars gebruik klein kinders om tik en dagga te verkoop. Ouers worry nie waar die kinders die geld vandaan kry nie. Ons soek jeug aktiwiteite om die kinders van drugs af weg te hou. Ons het info sessions oor dwelms en teenage pregnancies hier nodig. Daar is geweldig baie tiener swangerskappe.
	9,0	Drugs	11	<ul style="list-style-type: none"> Tik en dwelms is 'n ernstige problem in ons wyk. Die scrapyard is onwettig en mense kan heelnaag gaan scrap ingee vir dwelmgeld. Alle scrapyards moet toegemaak word. Dit sal help om petty crime te verminder. Soggens vroeg is daar 2 ouens wat dwelms verkoop, studente tel hulle op. Koperpype word helder oor dag in Paul Krugerstraat gesteel en verkoop vir tik-geld.
	8,3	Drugs	19	<ul style="list-style-type: none"> Hier is niks om die kinders besig te hou nie, en hulle meng hulle dus met groot kinders wat hulle dan gebruik. Baie plase het nie naskool nie. Dan moet organisasies soos bv. Pebbles gebruik word om kinders beter te laat presteer. Ons kry geen dwelm-drives of bewusmakingsveldtogte van die munisipaliteit af nie. Relevante organisasies moet help met die dwelmproblem in ons gemeenskap.
	7,5	Drugs	12	<ul style="list-style-type: none"> Parents in the community sell the drugs. Our parents have a huge impact on drug usage. Drugs kill our youth. Here are people who sell drugs to underage children, but they have children of the same age. Police are also friends with drug dealers.
	5,4	Drugs	10	<ul style="list-style-type: none"> Dronkmense kap bottels stukkend en baklei in die strate. Ons eiedomme en ruite word beskadig deur dronkmense. Die mense daar se taalgebruik is morsig. Die drugs en tik skep nog grote probleme hier in ons gemeenskap. Die polisie is bewus van alles, maar kan niks doen nie. Die druglords moet ernstig aangespreek word. Die drankwinkels voel ons kan hulle nie vertel nie, want hulle betaal huur. Mense wat kla se lewens word bereig.
	3,8	Rehab centre	18	<ul style="list-style-type: none"> We the youth, sit at home and do nothing. We need sports activities to keep us busy.

				<ul style="list-style-type: none"> • Many of our youth are involved in drugs. • There is no hero amongst us, no one you can look up to. • We can easily turn to drugs. That's why we as the youth needs guidance to take our dreams further. • No use we have talents and dreams, there's no hope for the future. • We have no one to talk to or ask for help. There's nothing for us in our community.
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3,8		Clinic services		
	10,0	Clinic	14	<ul style="list-style-type: none"> • Community wants a clinic because the one that is here is too small to service all the people. • We are waiting for long hours, and are sitting and waiting for assistance from 5h00 till closing time and still not being helped. • There is not enough staff for such a lot of people in the whole of Kayamandi. • Why can they not appoint more staff if everybody knows of the problem? • We only have one clinic in Kayamandi, and yet the population is growing. • We want a dedicated youth clinic. • At the clinic they should upgrade their services. Pregnancy test should be available at the clinic. They should use clean utensils, and the nurses treat us badly. • There is a lack of communication between the staff and patients. • The doctors are almost always unavailable. When you go to the clinic they will tell you to come back tomorrow. • The folders often go missing. They should use a computer system instead of a cabinet. • We need another clinic. Here they tear up the complains and throw it away.
	9,9	Clinic	18	<ul style="list-style-type: none"> • The clinic is a big problem for us. You only go for your pills, but then you sit there for the whole day. • They must have separate places for the youngsters for their injections. • Your time is for 9 -10, but you will only leave at 16h00. Officials/nurses keep on going for tea. • Consultation and other observations are in the same room. There is no privacy in the clinic. • HIV testing is deel van observation. They force people to do it. An 8-year old child with a swollen eye is forced to have an HIV test.
	9,9	Clinic	20	<ul style="list-style-type: none"> • Die hele wyk benodig 'n kliniek want die kliniek by Nagenoeg het toegemaak. • Mense moet Lynedoch mobile clinic gebruik of op die oomblik van Jamestown kliniek gebruik maak, en moet onkoste uitgee om soontoe te gaan. 'n Ge-deelte van die mense maak ook gebruik van Cloet-tesville se kliniek wat ook onkoste is. • As ons mense siek raak en die mobiele kliniek is nie hier nie, moet ons moeite maak wat ekstra geld kos om by 'n kliniek of hospitaal uit te kom. • Die wyk is baie groot en makeer 'n daghospitaal. • Ons het 'n meeting aangevra dat die huis by Vlot-tenburgstasie wat afgebrand het, kan omskep word in clinic. Maar niks gebeur nie.

				<ul style="list-style-type: none"> Die mobiele kliniek kom net eenkeer per maand, en as ek siek is moet ek na Idasvallei se kliniek toe gaan want die Mobiele kliniek het nie pille nie. Ons mense het nie geld om so vêr te travel nie. Hier was eers 'n mobiele kliniek vir papsmere, maar nou moet ons mense tot by Victoria Kliniek in die dorp gaan. Die oumense moet loop in die pad vir 'n taxi na Raithby om by 'n kliniek uit te kom. Stellenbosch se ambulans kom nie altyd uit nie, ons bel liever die Rescue, hulle is baie vinniger.
	9,8	Clinic	1	<ul style="list-style-type: none"> Ons moet die hele dag by die kliniek sit en wag om gehelp te word. Die diens is oor die algemeen baie swak by die kliniek. Hulle kom vroeg in die oggende en sit tot laat. Net sekere mense word gehelp by die gesig, dieselfde gebeur by die apteek. Waarom kan hulle ons nie na die Paarl Hospitaal verwys nie? Dit is vir ons nader en goedkoper om soontoe te gaan met die taxi. Wanneer ons Stellenbosch Munisipaliteit skakel om te kla oor die swak dienslewering van gesondheidsdienste, kry ons geen antwoorde nie.
	8,6	Clinic	2	<ul style="list-style-type: none"> Hulle het nooit 'n vaste tyd wat hulle kom nie. Hoekom maak hulle nie die kliniek permanent oop daar nie? Is daar nie 'n moontlikheid dat hulle 'n Suster kan uitstuur om die oumense te ondersoek nie? Ons sit met 'n vervoer probleem. Die eienaars het 'n promise gemaak aan die oumense, maar omdat hulle nie meer werk nie, mag hulle nie meer vervoer kry nie. Hoekom moet ons mense na Stellenbosch se hospitaal toe gaan want Paarl is nader? Na Stellenbosch moet jy drie taxi's vat en dan nog terug ook.
	8,6	24 Hour emergency clinic	2	<ul style="list-style-type: none"> We need a 24-hour service at our current clinic, because the hospital and ambulance is in Stellenbosch, and it is more or less 25 kilometres from Franschhoek. Those who don't have their own transport, they must take three taxi's. The clinic is under staffed. The people sit from morning till late afternoon and some people die without getting services. The clinic closes at 16h00 and they have the nerve to tell people to make an appointment! How will the people know they will get sick? The clinic staff needs training because they don't know how to treat people. They treat us like animals. There is a general lack of confidentiality. When people go to the HIV/Aids and TB facility, the staff members shout the results very loud. They don't even give the people pre-counselling for HIV tests. So, why it is important to take the test? Everyone must have a choice to take the test and not be forced. The clinic is very small and the patients wait in the hall and everyone in the community knows when you go to the room what it is for.

	8,3	Clinic	12	<ul style="list-style-type: none"> • Our health care centre is overcrowded. It is too small. We need a second one. • Kayamandi grow every day as people move in and more people get sick. • Here is only one clinic that service 13 000 people. We use one clinic for the whole of Kayamandi! • People are sitting from 6h00 in the morning till 17h00 waiting to be attended to. They chase us away after 17h00, although we were waiting all day. Then we must come the next day again. • We are in need for health workers to help with DOTS and other health problems.
	8,0	Clinic	18	<ul style="list-style-type: none"> • We need more caregivers to help patients at their houses and not for all of them to come to clinic. • Very poor clinic service. Ons sit heeldag en wag by die clinic. They need more staff. • Our clinic is to small need to be extended because some patients are send home unattended. You wake up early wait the whole day and than you must come back the next day. • The clinic will operate smoothly if different illnesses are treated on different days. • The clinic staff is very slow and some nurses don't care about us.
	7,8	Clinic	19	<ul style="list-style-type: none"> • Die mobiele kliniek in Krommerhee is n goeie ding, maar is onprofessioneel, want hul staan in die pad en vroue moet hul kaal maak. • Aan-het-Pad Kliniek se dienste is swak want jy kom daar met die 6h30 taxi en word nog steeds terug gestuur. Ek het al drie keer so oorgekom. • Hoekom wag ons so lank vir algmene dienste? Ons moet heeldag daar sit. Daar moet aandag gegee word aan ons behoeftes wat gesondheid betref. • De Novo het nog steeds 'n mobiele kliniek en die mense staan buite al is daar lëe geboue. • Daar is net twee susters by Stellenbosch Hospitaal se ontvangs. Hule is tekort aan personeel. Dit moet ook aangespreek word.
	7,7	Clinic	15	<ul style="list-style-type: none"> • The services we get are very poor. • We use one clinic for the whole of Kayamandi. The clinic is very small and our population is huge. • The clinic must be open 24 hours. • We want more woman staff in the clinic. • There must also be a male nurse that can help us males with prevention education.

3,7		Water		
	9,6	Water account	18	<ul style="list-style-type: none"> • Die bedrag wat op die rekening is stem nie ooreen met wat ons gebruik nie, dis buitensporig. • Die persoon wat water lees sien ek een keer en dan word daar 'n skatting gedoen. Hy sit in die kar en dan vra ek hom hoe het hy my watermeter gelees dan sê hy dat hy dit geskat het. • Ons kry waterrekeninge al oor 3 maande, en dan kry ons sommer 2 tot 3 rooi briewe ook! Ek was tot by die poskantoor en daar was aan my gesê dat ons briewe eers vanaf Stellenbosch na die Paarl toe gaan en dan eers na Klappmuts toe kom.
	9,4	Water	5	<ul style="list-style-type: none"> • As die waterpype bars dan kom geen trokke uit om water te verskaf aan die mense nie. Die munisipal-

				<p>iteit het vroër dae watertrokke uitgestuur.</p> <ul style="list-style-type: none"> Die blanke gebiede word spreiers aangesit vir die tuin, maar water moet bespaar word in ons gebiede. Wyk 5 het 'n probleem met waterpype wat gereeld bars. Dit word nie ordentlik onderhou nie.
	8,9	Water	20	<ul style="list-style-type: none"> Longlands se mense moet vêr stap vir water. 'n Porsie van die mense moet water gaan haal by die Kampterrein maar mense by die bungalows se water word aangery.
	8,2	Water account	4	<ul style="list-style-type: none"> Die mense se skuld in die eerste fase loop hoog op. Kan hulle dit nie afskryf nie, dat hulle 'n minder bedrag betaal nie? Nou kom daar 'n man wat jou water lees. Hoe weet jy of dit die regte lesing is? Hoekom bly jou rekening dan dieselfde in die winter en somer? Ons soek 'n werkswinkel, hoe om jou eie water te lees. Hoekom kan hulle nie die water in die sloot wat wegloop, na hulle reservoir laat loop nie en dan betaal ons minder? Hier by ons is 'n boorgat wat stukkend is en in Silvermynstraat is 'n dam wat stilstaan. Hoekom maak hulle dit nie skoon nie? Die munisipliteit mors water! Ons betaal water maar in die begraafplaas is 'n kraan gesit, maar nou gebruik die Kiff se mense die water en hulle betaal nie vir water nie. Hoekom sit hulle nie 'n meter aan om geld in te gooi om water te kry by die kraan in begraafplaas water tap nie? Jy maak nog jou kraan oop vir water dan is daar nie water nie. Die munisipaliteit het 'n groot lokaal wat hulle kan sien watter plekke het nie water nie. Hoekom moet ons dan bel om te sê dat ons nie water het nie. Jy skakel die munisipaliteit, maar hulle stuur jou van bakboord na stuurboord en water is essential - daar is klein kinders. Die Dwarsrivier loop deur ons dorp en ons het dan geen toegang tot die rivier nie. By Boschendal is daar 'n bord wat sê hulle beoog om krag op te wek met bergwater. Hoekom kan hulle ook nie daai water gebruik as drinkwater nie? Hulle pomp by Johannesburg/Lanquedoc gesuiwerde riool terug in rivier, maar dit is nie skoon nie, want jy kan dit nog ruik. Hier is net 1 of 2 krane op 'n erf waar 30 mense is. Die stroom wat uit die berg kom is afgekeur deur XXXX se ontwikkeling. Die mense bokant erf 64 het al die jare water gehad, maar van die ontwikkeling van XXXX, is stroom afgeblok en herlei.
	7,9	Water	2	<ul style="list-style-type: none"> Hoekom word water afgesny sonder dat die inwoners ingelig word? Ek het 'n winkel besit en in die dorp was ek ingelig wanneer water afgesny word. So moet ons in Langrug mos ook gerespekteer word. We need additional taps for the people of Langrug because the current taps come from the toilets. Die waterpype se konneksie word afgehaal en word aan scrapyards verkoop. Dan sit ons sonder water. The municipality does not inform the people before there will be no water for a specific period. Notices are only being distributed in town and not in Langrug. We get the impression that the municipality undermine the people of Langrug.

	7,9	Water	12	<ul style="list-style-type: none"> Water is a natural resource and a basic need. Access to water is our right. You cannot expect a community to exist without water. We need piped water to fight fire and also water for doing washing in Nkanini.
	7,4	Water	1	<ul style="list-style-type: none"> In die nuwe skeem in Mooiwater het ons baiekeer nie water nie, want die munisipaliteit werk aan die pype. Probleem is hulle stel ons nie in kennis as die water af gaan wees nie. Ons drinkwater kom vuil uit ons krane. Dit kan siektes gee.
	5,8	Water	14	<ul style="list-style-type: none"> Sometimes the Municipality would stop the water without notify us. No one can live without water.
	5,6	Water pipes	19	<ul style="list-style-type: none"> Pype wat stukkend is moet ons self regmaak – die eienaar sê so. Hier is geen water krane op XXXXXX nie en ons moet vêr loop vir water. Rioolwater loop na mense se drink water of krane waar mense water tap en dit stink vreeslik. Die plaasboere sê net bel vir die munisipaliteit, want dis hulle werk.
	3,0	Taps at flats.	10	<ul style="list-style-type: none"> Die munisipaliteit het alle buitekrane verwyder, nou bly die trappe in die flats vieslik vuil.
	1,8	Water quality	7	<ul style="list-style-type: none"> Dit lyk of ons deel van die dorp ander (swakker) water kry as die ander dele. Dalk twee reservoirs wat water voorsien?
	0,2	Water account	7	<ul style="list-style-type: none"> Ons kan nie sien wat die munisipaliteit se watermeterlesing is nie. Ons vraag is doen hulle nog lesings of word aannames gemaak?

3,6		Play park		
	10,0	Need a play park	14	<ul style="list-style-type: none"> We want play parks because there's no play park in ward 14. Our children have to play in the streets. When our kids are coming from school, there should be a place for them to play and to be safe.
	9,0	Maintenance of park facilities	2	<ul style="list-style-type: none"> Ons kinders het geen speel area in Maasdorp nie. Die bos agter Maasdorp se huise moet skoongemaak word. Jy weet nie wie kruip daar weg in die nag nie. Verskillende mense kom dump hulle vullis daar neer. In Dennegeur sal ons ook 'n bietjie verbetering wil hê by die parke en omheining. Die parkie naby die vlei is 'n groot gevaar vir ons kinders as gevolg van geen omheining, geen toesig en slange. Dis ook gevaarlik naby aan die pad.
	8,5	Play parks and recreation facilities	19	<ul style="list-style-type: none"> Daar moet speelparke opgerig word in ons gemeenskappe. Ons soek ontspanningsplek vir bejaardes en wandelpaaie. Ons benodig sportfasiliteite op verskillende van ons plase en woonareas. Hier is niks om die jeug besig te hou nie.
	7,5	Maintenance of park facilities	4	<ul style="list-style-type: none"> Hieronder by ons in ons speelpark in Riverside is die sirkelwiel stukkend en die kinders kan seerkry daarop. Daar is ook net een swing wat die kinders kan gebruik. Kastaiingstraat se parkie het geen sitplekke op die

				swings nie en die kraan daar is af. By Riverside is daar glad nie eens 'n kraan nie.
	7,4	Maintenance of park facilities	3	<ul style="list-style-type: none"> • Dit lyk my die Here het daar verby Meerlust geloop, want daar is nie 'n speelpark of rugbyveld nie. Ek ontplof somer van kwaadheid. Meerlust is al plek wat ek van weet wat niks het nie. • In Wemmershoek, in Angelierstraat, is daar net 'n seilplank en 'n rondomtallie. Kan hulle nie soos in die anderkant swings en daai hout ding wat die kinders kan opklim, daar sit nie? • Die parkie in Prins Afrikarylaan is by die treinspoor en die mense sit daar en drink in die bosse en ook op die treinspoor. Hulle kan einigetyd die kinders vat. Kan julle nie die parkie omhein nie? • Kan julle nie drade span om die parkie in Angeliersstraat nie? Die karre park in die aande op die parkie en ons weet nie wie dit is nie ,en mens is bang hulle kan die kinders gryp.
	6,9	More play parks	16	<ul style="list-style-type: none"> • Daar moet parke kom in elke straat want die kinders moet loop na 'n ander area om daar te gaan speel, wat onveilig is. • Die parke is baie onnet en van die goed is afgebreek en word nie reggemaak nie. • Naweke vat die grootmense oor op die speelparke en maak dit hulle kuierplekke waar hulle sit en drink.
	6,4	Play park	10	<ul style="list-style-type: none"> • Ons speelparkie is in 'n slegte kondisie. Daar is te min swings. • Die speelparkie is vir almal gemaak, maar die opsigter jaag die kinders weg. • Die kinders word seergemaak op die parkie. Daar word dwelms gerook op die parkie en groter tieners gebruik die parkie vir 'n chill-plek en hulle drink op die parkie.
	6,4	Play park	13	<ul style="list-style-type: none"> • Die parkie nie op die planne aangedui nie. Moet dit daar wees? Die kinders speel sokker in die parkie en skop die huise se ruite uit met die balle. Dis nou al die derde keer wat dit gebeur het. • Daar word ook dagga gerook en wyn gedrink op die parkie. • Die hekke van die parkie klap heelnag oop en toe. 'n Mens kan nie slaap nie. Dit moet gesluit word in die nag.
	4,2	Need a play park	12	<ul style="list-style-type: none"> • We need a proper play park for our children to play and to avoid kids from playing in the streets. • Children will keep themselves busy in the play park will decrease crime. It also saves them from being involved with drugs.
	1,4	Need skateboard park	7	<ul style="list-style-type: none"> • Die speelparke wat ons het is goed, maar ons het eintlik nie 'n skateboard venue vir jongmense nie. • Langsaan die Idasvallei biblioteek is 'n ideale plek vir dit, selfs in Bruckner De Villiers. • As 'n skateboardpark gebou word, moet jongmense wat skateboard somer uit die strate verban word om te skate. • Jonkershoekpark (agter Spar) is 'n dooie park, maar ons kan dit gebruik as offisiële park. Dit word huidiglik misbruik vir parkering. Iemand moet verantwoordelikheid neem vir hierdie stuk grond. • Miskien is ons buurt reg vir die volgende stap van

				herwinning, om glasse en karton te skei.
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3,2		Sports facilities		
	4,6	Skateboard park	10	<ul style="list-style-type: none"> Mense kla baie as ons in die pad skateboard. Die polisie en traffic kla ook. Hulle sê ons moet op 'n skateboardpark gaan ry, maar ons het nie 'n skateboardpark nie. 'n Skateboardpark sal die kinders van dwelms afhou. Ons wil hê dat daar security aangestel word by die park en dat net mense met skateboards daar moet aankom. Daar moet ook 'n guardjie aanstel word. Ons moet ook betaal om in te kom. Hierdie geld kan gebruik word vir die gemeenskap.
	9,5	Sports grounds	20	<ul style="list-style-type: none"> Vlottenberg, Mooiherge en Vlaeberg het nie sportgronde nie en moet by Kwarrentyn by die uitvalwerke se velde gaan speel. Ons benodig hier 'n multipurpose sportsentrum. Dit word heeltyd vir ons gesê hier is nie grond vir 'n sportsveld nie, maar kan die munisipaliteit dan nou nog nie vir ons grond gee nie? Daar was destyds 'n Burgermeesterskomiteelid vir Sport, en ons het saam met hom gesit oor grond wat in die mark is. 'n Voorstel was dat die munisipaliteit grond koop, maar wat hulle toe gedoen het was om geld te mors op paaie. Daai grond is nou nog in die mark. Vlottenburg sit met die 2de oudste Rugbyklub in die dorp - 102 jaar oud. Dis weereens 'n bewys dat die munisipaliteit ons nie wil help nie. Ons moes geld op ander plekke gaan soek het om 'n optog vir Evergreens te hou. Dit was 'n historiese gebeurtenis! Alle ander plekke het ontwikkel, net nie Vlottenburg nie. Ek is mal oor sport, maar ons kinders speel teen die pad en staan by die poskantoor om te rook en drink. Die bestaande klubs probeer, maar die kinders hou nie as hulle nie 'n sportsveld het nie. Ek onthou daar was laasjaar 'n sportsforum gestig en alles het net doodgeloop. Ons weet nie wat aangaan nie. Sports sal die gemeenskap bymekaar hou. Maar omdat ons nie fasiliteite het nie, word ons afgeskryf by die sports beheerraad. Dit beteken ons kry niks nie.
	9,4	Open air gym	2	<ul style="list-style-type: none"> We want one in La Motte and Smartie Town. It will keep us healthy and the youngsters fit and out of trouble.
	8,9	Sports training centre	14	<ul style="list-style-type: none"> We need a gym centre in ward 14, to get fit and healthy. A gym will help to reduce crime and take the youth of the streets.
	8,8	Flood lights	3	<ul style="list-style-type: none"> Meerlust het 'n paar ligte swat kyn, maar dit help niks. Dit maak nie genoeg lig nie. Wemmershoek het geen beligting na die busstop toe nie. Soggens asook saans is dit baie donker. Hier by die hek by die ingang is dit pikdonker soos wat ons mense in die aand kerk toe loop en soggens as die mense werk toe moet gaan. Op die rugbyveld het ons ook ligte nodig. Die rugbyklub kan nie oefen of speel nie, want dit is pik-

				<p>donker.</p> <ul style="list-style-type: none"> • Daar onder by die rioolstasie en parkie in Prins Afrikarylaan is dit ook donker. • In Meerlust is daar net seker 7 of 8 ligte wat brand, verder is dit donker.
	8,5	Sports facilities	16	<ul style="list-style-type: none"> • Daar is baie kinders wat talent het en word nie raakgesien nie en al word hulle raakgesien dan is dit 'n ken-ken storie. • Deur die dag is die sportveld toe en daar is kinders wat die veld wil gebruik om te oefen, maar dan moet jy wag vir die sportklub om te oefen in die aande. • Die oop stuk grond tussen die twee skole word gebruik deur die darkies en hulle gym daar. Ons coloureds kan dit nie gebruik nie. • Die munisipaliteit kan die veld regmaak, is mos nie nodig om net sokker daarop te speel nie. • Ons het fondse nodig want daar is nie toerusting nie, ons benodig toks en goed.
	7,9	Gym	10	<ul style="list-style-type: none"> • Dit sal ons ook besig hou deur die dag. • Kinders en oumense kan dit ook gebruik. • Dit sal vir ons geld bespaar, as om aan te sluit by die universiteit se gym.
	7,8	Sports facilities	3	<ul style="list-style-type: none"> • Ons het reeds probeer om die veld reg te maak. Ons weet hoe om gras te plant. Ons beskou hierdie as dringend en wil graag 'n verwysing hê om die proses te bespoedig. • Op die vorige IDP-vergadering was beloftes gemaak en daar het nog niks van gekom nie. Hier is mense wie sal opoffer om die probleem aan te spreek. • In Meerlust is daar nie sportgeriewe nie - nie eers 'n rugbyveld of netbalveld nie. Hier is niks nie. • Kan die munisipaliteit nie vir ons in Saagmeule help as die kinders gaan uit speel nie. Daardie kindertjies moet maar uit hulle eie sak betaal - shame! Hulle het nie transport nie, hulle moet maar by die een en daai een vra om hulle te help. • Sport is baie duur omdat ek het nou onlangs kwotasies gekry van verskillende sportkodes en met die werkloosheid syfer kan die ouers dit nie bekostig nie. Ons soek hulp met donasies of geld.
	7,8	Soccer field	10	<ul style="list-style-type: none"> • Meer van die kinders speel sokker. Die veld daar is baie ongelyk en is nie gerieflik vir ons om op te speel nie. • Daar word klomp bakstene en vullis by die veld gestrooi. • 'n Sokkerveld sal ons weghou van al die dwelms en drankgebruik.
	7,5	Sports grounds	2	<ul style="list-style-type: none"> • Daar moet meer sportvelde aangebring word. • Daar word meer na rugby gekyk, en sokker word afgeskeep. Soccer should also get attention. • The Sports field needs to be upgraded. • Die velde moet vir alle kodes wees. • Die sportbeheerraad bestaan slegs uit gesiene persone, en doen wat slegs vir hulle pas. • Alle inwoners het die reg om van die sportvelde gebruik te maak. Die Franschhoek Borners dink die plek behoort aan hulle. • Management should be transparent and each sports code must have a representative. • There is no sports representative for the people of Mooiwater and Langrug, only those people with big

				pockets sit there.
	7,4	Swimming pool	10	<ul style="list-style-type: none"> Baie mense kan nie tot by die see gaan om te gaan swem nie. 'n Swembad maak kinders gelukkig en die kinders kan leer swem ook. Dit sal hulle van die strate if hou in die somer.
	7,3	Sports and recreation	12	<ul style="list-style-type: none"> We need a multipurpose centre in Ward 12. We want the centre to keep the youth busy with activities. We want to have an open-air gym. We have nothing here. The play park in Thubilitsha Luyolo Street needs to be fenced so that the kids can be safe. The play park in Snake Valley is also in a poor condition. It should be properly maintained. We do not get support in sport. If you are playing for a certain team, you are going nowhere. You are just playing local. We need sponsoring agencies and sponsors. The playgrounds have holes and are not get maintained anymore.
	7,1	Sports facilities	14	<ul style="list-style-type: none"> The sports centre should be upgraded to host a proper indoor sports centre with a swimming pool. It should be a multipurpose centre that includes a gym.
	6,6	Youth centre with gym	12	<ul style="list-style-type: none"> We need a youth centre with a gym inside. A place where our children can play netball. A hall is vital for organising youth activities. It can also be used as a community hall.
	6,2	Sports facilities	2	<ul style="list-style-type: none"> Ons het kleedkamers nodig en die veld kan 'n bietjie verbeter word. Ons veld in Dennegeur makeer 'n bietjie beter kleedkamers en meer toilette. Die BMX track kan maar heeltemal weg in Maasdorp, want dit word nie gebruik nie.
	5,8	Sports grounds	19	<ul style="list-style-type: none"> Ons plaasgemeenskap het geen ordentlike sportsgronde nie. Hier is baie potensiaal onder ons jongmense, maar daar is geen geleenthede vir hulle nie. Die dorp se sportsgronde lyk fantasies in vergelyking met ons plaasgemeenskappe s'n. Hier is ook geen kleedkamers nie. Ons sal baie bly wees vir 'n omheining ook.

3,1		Stray dogs		
	10,0	Stray dogs	5	<ul style="list-style-type: none"> Die mense se honde hardloop oral in die paaie rond. Die mense moet lisensie uithaal vir hul honde. Mense hier het te veel honde en kan nie reg na die honde omsien nie. Lelik-gesig honde byt die mense in die straat.
	9,8	Stray dogs	18	<ul style="list-style-type: none"> Agter Corneliusstraat is daar 300 bokke, 150 beeste en 250 varke en die goed loop rond. Woensdae met vullisuitsit, is al die sakke stukkend. Hulle kom staan somer in jou deur. Ons kinders kry gastro, diarrhoee en die vlieë en brommers is 'n probleem. Hulle beoog om Mandela se dieretuin langs die ou dieretuin te skuif en dit gaan 'n helse probleem

				<p>veroorzaak in Klapmuts.</p> <ul style="list-style-type: none"> Die diere loop tussen die kinders en mense, en die diere se eienaars is nie eers van Klapmuts nie – hulle is van Mbekweni, Kayamandi, Bloekombos en van hulle is van Klapmuts. Die plek is nie geskik vir diere nie, want daar is nie hersonering vir agriculture hier nie. We share living space with animals and we get diarrhoea because of that.
	9,4	Stray dogs	19	<ul style="list-style-type: none"> Baie van die mense het honde, en hulle spring oor ander mense se heining. Mense wat honde het moet hulle plekke omhein. Die honde spring sommer oor jou heining en dan is hy in jou erf. Dis gevaarlik. Ek het al Wetstoepassing en die polisie al gebel om uit te kom, maar hulle kom nie uit nie. Honde besoedel daar by die H-woonstelle al is kontrak geteken dat jy nie honde mag aanhou nie. As 'n mens in die straat loop bevestig die honde jou sommer. Die honde breek vullis sakke stukkend en vullis waai dan rond.
	9,2	Stray dogs	6	<ul style="list-style-type: none"> Blaffende honde is 'n groot probleem. Daar is 'n persoon met 4 honde in Luckhoffstraat. Al wat hy sê is die honde byt nie. Oral blaf die honde verskriklik dwarsdeur die nag. As ek en my vrou van kooroefeninge af kom dan is die honde die hele pad vol. Ons kan nie meer nie! Die mense sit in die huis en kyk TV en doen niks. Dit is 'n gevaar vir die skoolkinders. Die kinders wil nie eers meer in hulle eie strate loop nie. Dit lyk asof hulle die honde laat baklei. Die eienaars moet gefine word.
	7,8	Stray dogs	18	<ul style="list-style-type: none"> Hier is baie honde wat los rondloop. Die mense sluit hulle honde uit dan moet die honde heeldag op straat bly. As jy 'n hond het moet jy jou hond in jou plek hou. Kinders loop met gevaarlike honde rond, en die honde loop los. Jy moet heeldag loop en ander honde se mis skoonmaak.
	7,6	Stray dogs	11	<ul style="list-style-type: none"> Honde loop oral, veral mense wat met honde loop. 'n Mens kan nie eens ordentlik op syaadjies loop nie. Die ouens wat met die trollies loop, loop met honde wat oral in die dromme krap waar hulle gaan.
	4,3	Stray dogs	10	<ul style="list-style-type: none"> Die honde byt ook die swings op die park stukkend. Die honde-fights moet uit. Daar word gebel op die honde, en die polisie doen niks. Die Diere Beskermings Vereniging moet rondry in die area. As jy so 'n gevaarlike hond het, moet jy 'n yard het en licence het vir die hond. Die honde sal mos nie die eienaars doodbyt nie.

3,0		Community hall		
	9,6	Unused municipal facility	21	<ul style="list-style-type: none"> Ons het nie toegang om die wykskantoor te gebruik vir enige aktiwiteite vir die jeug nie.

				<ul style="list-style-type: none"> • Ons moet huur betaal indien ons die klubhuis wil gebruik. Waar moet ons mense die geld vandaan kry?
	9,5	Community hall	1	<ul style="list-style-type: none"> • Die pryse om 'n gemeenskapsaal te huur te hoog en die gewone mens kan dit nie bekostig nie. • Die geriewe moet mos daar wees vir die gemeenskap, maar as gevolg van die hoë pryse kry ons geen voordeel daaruit nie.
	9,4	Community hall	15	<ul style="list-style-type: none"> • Kayamandi does not have any hall to hold functions in our community. The small community hall that we have in Kayamandi belongs to Makupula High School. • We want all government department services and facilities to be in the centre of the community.
	9,3	Community hall	1	<ul style="list-style-type: none"> • It is very important that we also have a hall in Langrug, because when there are meetings, we have to walk far to Groendal Community Hall and we sometimes get mugged on the way. • We as blacks in Langrug, we do not have halls and we have to pay a lot of money to use Groendal Community Hall. • The same hall can be used as a multipurpose centre, where we can bake and do other things.
	7,6	Community centre	5	<ul style="list-style-type: none"> • Sodat die jeug en kinderprogramme gedoen kan word. Daar staan 2 klubhuise leeg. Dit kan vir aktiwiteite gebruik word. • Mense moet vir programme vër loop tot by die biblioteek in Idasvallei. • Daar moet tye wees wat die klubhuise beskikbaar gestel word vir gebruik om kinders weg te hou van die straat en dwelms af. Sportaktiwiteite kan bedryf word vanuit so 'n sentrum. Kinders kan teen mekaar speel. Aktiwiteite moet oor naweke beskikbaar gemaak word vir die jeug. Ook aktiwiteite soos info sessions vir teenage pregnancies en drugs. • Idasvallei en Jonkershoek het ook nie 'n gemeenskapsaal nie. • Ons wil graag die jeug betrek deur ontspanningsaktiwiteite. Ons kan die jeug ook betrokke maak met sang kompetisies.
	6,1	Community hall	10	<ul style="list-style-type: none"> • Ons benodig 'n saal hier in Lapland om ons meetings en konserte daar te hou. Die mense wat wil dans kan ook die saal gebruik as 'n groep. Ons verenigings makeer 'n plek om te vergader. • Ons kan daar naskool huiswerk doen sonder steurnis, mense kan tekenklasse daar kry en wiskunde klasse kan aangebied word. • Daar is 'n plek by die woonstelle se leeslokaal, maar dit word tans as stoor gebruik.
	5,6	Community hall	4	<ul style="list-style-type: none"> • Ons gemeenskapsale in is in 'n erge toestand. Daar word nie meer gekyk na ons sale nie. Ons moet 'n klomp geld betaal vir die huur van sale. • Die munisipaliteit vat te lank om veranderings te maak. Bv. daar is 'n ruit gebreek, dan vat dit lank voordat dit reggemaak word. Deure vrot van water omdat daar geen afdakke is nie. Daar is ook geen beligting nie. Ons moet ons eie globes koop as ons functions het in Kylesmore. • Die huur is te hoog. Ons as minderbevoorregtes moet R1,700 betaal vir huur van sale en die terugsbetaling van die deposito's vat te lank. Dit vat 2-3

				maande.
	4,3	Community hall	3	<ul style="list-style-type: none"> Die gemeenskapsaal in Meerlust is net n houtstruktuur wat na gekyk moet word. Dit het n halwe heining, halwe verhoog en geen toiletgeriewe nie. Die munisipaliteit moet verantwoordelikheid neem want die ou wat dit gerestoureer het is in charge. Daar is 'n meningsverskil rondom wie verantwoordelikheid hieroor moet neem.
	3,3	Community hall	13	<ul style="list-style-type: none"> Ons benodig 'n saal vir die jong kinders waar hulle verskillende sport kan doen. Daar is baie goed wat in die ontspanningsaal vir die jongspan gedoen kan word. Daar kan ook naskool wees wat die kinders kan help met hul skoolwerk. Dis hoekom daar heeldag soveel kinders in die strate rondloop.

2,6		Welfare services		
	9,7	Welfare services	6	<ul style="list-style-type: none"> Kombi vir bejaardes moet weer inkom op die plase. Dis moeilik vir hulle om hulle pensioengelde te kry. Die Home Affairs moet 'n kantoor het by die hospitaal vir die registration of birth vir nuwe babas. Paypoint services vir munisipale rekeninge moet verbeter word. Sommige plekke het biblioteke as betaalpunte. Daar moet 'n polisiebeampte by SASSA kantoor op 'n Woensdag by Kindersorg sit om dokumente te sertifiseer. Ons ouer mense staan in die wind en reën as hulle pensioen moet collect. Ons oumense moet in lang lyne staan, daar is geen sitplek nie. Mense staan buite in die koue by die welsyn en kindersorg se kantore. Daar is net 2 persone wat mense help, die klerke kom daar 09:00 en gaan weer weg 11:00.
	7,8	Welfare services	12	<ul style="list-style-type: none"> To support poor families we need to access indigent money. We need a soup kitchen because many people are hungry in this ward.
	7,6	Care for the aged	16	<ul style="list-style-type: none"> Daar is geen hulp vir bejaardes vanaf die munisipaliteit nie. Ons wil graag weet watter programme/projekte het die munisipaliteit in plek vir ons bejaardes. Daar moet 'n lokaal beskikbaar gestel word waar die bejaardes van die gemeenskap hul projekte kan doen. Net as dit verkiesingstyd is, word daar aan die bejaardes pakkies uitgedeel. As daar uitnodigings is, word daar net 20 kaartjies gegee, maar daar is meer as 1000 bejaardes in ons gemeenskap, en elke keer word dieselfde mense genooi. Dis baie moeilik vir ons bejaardes om kliniek of dorp toe te gaan. Die munisipaliteit moet vervoer in plek stel vir die bejaardes. Taxi's is nie bejaardevriendelik nie. By publieke vervoer word daar nie voorsiening gemaak vir persone met rolstoele nie.

				<ul style="list-style-type: none"> Dis pateties om te sien hoe lank bejaardes by die kliniek moet wag vir hul pille. Dan raak die susters nog ongeskik ook met hulle. Die munisipaliteit kan sop uitdeel by die klinieke, want party bejaardes het nie iets om te eet nie en moet nog hul medekasie ook nog drink.
1,3	9,9	No indigent programme services 19	19	<ul style="list-style-type: none"> Die plaas areas kry geen/niks uit die deernisprogram nie. Waarom nie?
	9,8	Indigent applications	10	<ul style="list-style-type: none"> Ons arm mense se krag word afgesit, maar die groot besighede se krag word nie afgesit nie, bv Van der Stel sportgrond. Hulle skuld ook miljoene. Stellenbosch Munisipaliteit is die enigste plek wat lewies betaal. By die indigent aansoeke kan hulle nie die kinders bytel nie, want hulle kan enige tyd wegtrek. Grant toelae van die kleinkinders kan ook nie bygetel word nie.
	9,0	Knowledge about indigent programme	17	<ul style="list-style-type: none"> Die inwoners is glad nie bewus van die deernisprogram nie. Daar moet meer uitgeryk word na die gemeenskap, en hul moet reg ingelig word. Amptenare wat met die program werk is baie ongeduldig en help nie die mense reg nie.
	3,3	Night shelter	10	<ul style="list-style-type: none"> Ons wil 'n plek hê waar hawelose mense kan bly en waar hulle kos sal kry. Daar kan ook 'n groentetuin aangelê word. Baie mense slaap buite, daarom moet 'n nagskuiing in die dorp gebou word. Sodat daar ook 'n plekkie kan wees vir die dronk mense. Toiletries kan vir hierdie mense gekoop word van die Skatepark se geld.

2,2		Taxi rank/ Bus stop shelter		
	9,9	Taxi rank	18	<ul style="list-style-type: none"> Ons makeer 'n afdak en dit moet sentraal wees. Kan ons nie asseblief ook 'n Stellenbosch-taxi kry nie?
	9,9	Bus stop shelter	4	<ul style="list-style-type: none"> Die skoolkinders moet skuiing gegee word veral as dit reën. Hulle is sopnat wanneer hulle by skool kom. Plaas 'n shelter by elke busstop.
	8,9	Taxi rank	4	<ul style="list-style-type: none"> Ons taxi rank is in die middel van ons woonbuurt. Ons kan nie rus of slaap nie, want snags is dit 'n kuierplek en nie 'n taxi rank nie. Die drivers en guards gebruik nie daai taxi rank nie en daar kan twee huise daar gebou word. Die munisipaliteit moet die taxi rank nietig verklaar. Op die erf langs Dawie Carolissen wil ons 'n gemeenskap groentetuin maak. Kylemore moet 'n nuwe taxi rank kry. Die taxi eienaars is nie gewillig om te help nie. Ons moet nog steeds R20 betaal om in die Skeem afgelaai te word.
	8,3	Bus stop shelter	19	<ul style="list-style-type: none"> Kromme Rhee se kinders moet vêr loop as dit reën, en daar geen skuiing by die bushalte nie. Ons kinders is altyd nat as dit reënt, dan word dit 'n gesondheidskwessie. Ons het 3 jaar gelede alreeds bushokkies/bushalte aangevra, maar daar is steeds geen terugvoering

				<p>nie.</p> <ul style="list-style-type: none"> • Munisipale traffic moet skoolbusse stop vir inspektion vir padwaardigheid en veilige toestande. Die traffic cops doen nie moeite om busse af te trek nie.
	8,2	Bus stop shelter	3	<ul style="list-style-type: none"> • We need a bus shelter, because when we wait for the bus or taxi, there is no shelter for us to protect ourselves from the rain.
	7,5	Taxi rank/service	18	<ul style="list-style-type: none"> • We don't have a taxi rank. • We have no proper shelter and we have to wait in the rain. • We need transport to Stellenbosch and other areas like Bellville, Kraaifontein, and Cape Town. Especially for students, kids and people that make use of metro rail, because metro rail keeps on failing us. • Ons kinders makeer meer skoolbusse.
	7,1	Bus stop shelter	5	<ul style="list-style-type: none"> • Die winter is al verby, en kinders moet nog steeds onder 'n boom staan en wag vir die bus. Die bushokkie wat belowe was, het nog nooit gekom nie. • 'n Ordentlike hokkie moet opgesit word, nie daar in die bos nie, want die kinders rook dagga in die bos. Heel bo by Bloekomlaan by Westgade moet 'n skuling by die bushalte aangebring word, want daar is nie 'n skuling as dit reënt nie en daar is nie 'n stopplek vir taxi's nie. • In Jonkershoek is daar geen bushalte nie. Ons kinders moet skool toe gaan, maar reënt nat en moet dan terug draai en sodoende verloor hulle 'n dag se skoolwerk. • Selfs as ons na die dorp moet gaan, is daar nie 'n skuling nie.

2,1		Streetlights		
	10,0	Streetlights	14	<ul style="list-style-type: none"> • There are no streetlights in the ward and it is very dark at night and unsafe. • Members of the community often gets robbed and beaten by gangsters. • Women get raped in some areas because of the darkness.
	10,0	Floodlights	18	<ul style="list-style-type: none"> • Ons soek ligte oppad stasie toe agter die skool beligting. Dis gevaarlik as ons daar stap in die donker. • Kan hulle nie Klappmuts se spreiligte aansit by 5-uur in die oggend nie?
	7,4	Streetlights	12	<ul style="list-style-type: none"> • The streetlights are not working in the area. It will help to prevent accidents and crime. Here in Thubilitsha, 2 900 people got robbed and raped. • The electric pole outside my house is very dangerous because the wires at the pole are not covered. • We want floodlights in Nkanini. It is dark at night and unsafe.
	6,8	Streetlights	2	<ul style="list-style-type: none"> • Op die stadium is daar net drie straatligte in Maasdorp en net twee van die drie straatligte werk. Die twee wat wel werk se ligte is baie flou en help eintlik niks. • Hulle kan gerus ligte insit teen die pad by die trein spoor en ook op die hoek van Dennegeur, dis hoekom die mense aanmekaar in die slote ry, dit sal meer ongelukke vermy. • By Bosbou se uitgang en by Groot- en Kleinbrug en

				ook op die hoeke van die strate makeer ligte.
	4,8	Streetlights	17	<ul style="list-style-type: none"> • Daar benodig straatligte in Firststraat by nommer 20, dis donker daar en ons is te bang om daar in die donker te loop. • Mense word seergemaak, beroof en by huise word ingebreek. • Beligting in die hele wyk werk, maar dit is swak beligting en help nie om ons veiligheid te verseker nie.

2,0		Sewerage		
	10,0	Sewerage drains overflow (Meerlust & Wemmershoek)	3	<ul style="list-style-type: none"> • Ons moet tien keer bel vir die munisipaliteit om na 'n drein te kom wat oorloop. • Die drein stoot binne die huis op en dit loop maklik vir vyf dae aaneen oor. • Dit is baiekeer die voorste mense se stront. Kan die munisipaliteit dan niks doen nie? • In die somer is die huise vol vlieë in Wemmershoek. Dit stink geweldig daar. • Die pomp by die rioolaanleg is baie hard en hinder ons in die nag as ons slaap.
	8,7	Poor sewerage service delivery	1	<ul style="list-style-type: none"> • As jy Stellenbosch Munisipaliteit skakel, sê hulle dat die persoon self verantwoordelik is vir die regmaak van enige rioolprobleem. • By ander gevalle kom hulle gladnie uit nie en dan noem hulle ons is lastig. • Die munisipaliteit vat té lank om ons mense hier se klagtes aan te spreek.
	7,4	Sewerage overflow	2	<ul style="list-style-type: none"> • Die munisipaliteit het 'n sloot verlede jaar in my jaart gemaak en dis nog steeds oop. Daar is 'n seuntjie van 'n jaar oud vir wie dit baie gevaarlik is. Ek het die munisipaliteit gebel en hulle antwoord was hulle wag vir 'n tender. • Ons riool system is 'n XXX storie. Daai fokken goed loop sommer enige tyd oor en die hele plek ruik na XXX.
	7,3	Unhealthy sewerage plant	11	<ul style="list-style-type: none"> • Ons is gladnie tevrede met die toestand by die rioolwerke nie. Dit stink baiekeer daar. • Ons verwag dat ons op gereelde basis ingelig sal word oor die situasie.
	4,3	Unhealthy plant	5	<ul style="list-style-type: none"> • 'n Stink reuk van riool hang in Jonkershoek Bultgemeenskap. • Die riooldrein loop oor en is 'n groot gesondheidsrisiko. • Niemand kom kyk daarna nie en niemand kom sê vir ons aan wie die grond behoort waarop die drein is nie.

1,8		Convention centre		
	9,3	Convention centre	11	<ul style="list-style-type: none"> • Stellenbosch beywer hul om 'n internasioanle innovasie hoofstad te word en die uitvoerende burgemeester is die voorbok. Ons dorp benodig dringend 'n 360 visie.

				<ul style="list-style-type: none"> • Daar is nêrens 'n saal of fasiliteit vir mense wat groot funksies wil hou nie. 'n Convention Centre is dus dringend nodig om 'bands', kore, internasionale gaste of gebeure te 'host', in die lig daarvan dat Stellenbosch hul beywer om 'n wêreld innovasie stad te word. Dit kan soortgelyk aan die Goeiehoop Sentrum wees. • The Convention Centre should be privately owned.
	7,4	Tourism centre	12	<ul style="list-style-type: none"> • We need a tourist centre to attract tourists so that they can come and invest in our country. It will also contribute in developing Kayamandi. • It can also be used to show our cultural diversity and our talents.

1,8		Crèches		
	9,3	Crèche	19	<ul style="list-style-type: none"> • Daar is baie mense wat kan baat vind by ABET klasse. • Skills development moet plaasvind. Sodat ons mense werke kan kry. • Creches is net van 8h00 tot 12h00 oop, wat word van ons kinders na die tyd? • Ons verlang 'n nasorg sentrum in die gemeenskap wat heeldag oop is.
	7,9	Educare/Crèches	15	<ul style="list-style-type: none"> • Crèches must be registered in government and approved by them. We want trained people to run our crèches. • We want safety in our play group and a clean environment • We want free Educare.
	7,5	Child After Care (ECD's)	1	<ul style="list-style-type: none"> • When children come home after school, I want them to attend after school care to get help with their homework. • It can also be a place where children can improve their reading skills, mathematics and drama activities.
	7,0	Early Childhood Development	12	<ul style="list-style-type: none"> • We want our children to play in a safe place. When we are working they must be safe in a crèche. • We want a free crèche for our children because our income is small. • It could also create jobs.
	3,3	Crèches	5	<ul style="list-style-type: none"> • Ons benodig fondse vir ons crèches, want ons wil graag die graad R klasse begin in ons gemeenskap. So kan ons ons kinders ordentlik voorberei vir graad 1.

1,6		Small business facilities		
	9,5	Small business facilities	10	<ul style="list-style-type: none"> • Ons soek grond vir ons klein besighede. In wyk 10 by die woonstelle is daar 'n klomp huiswinkels. Kan daar nie een groot Container gehuur word vir 'n groot huiswinkel nie? • Ons munisipaliteit moet hul eie dorp se mense gebruik vir catering en nie buite-mense nie. • Die munisipaliteit gebruik ook buite-mense om die instandhoudingwerke te doen. Ons het so baie mense op Stellenbosch wat dit kan doen. Elke keer kry dieselfde mense die werke. Hulle moet die tender proses meer sigbaar maak.

				<ul style="list-style-type: none"> • Hoekom gee die hulle toestemming dat die buitelandse Nigerians huiswinkels bedryf? Hulle het kontainers aan die Somalies gegee om huiswinkels op te sit.
	9,4	Local economic development	6	<ul style="list-style-type: none"> • Daar is wel projekte onderweg om toerisme na Idasvallei te lok, maar daar's nie 'n platform waar mense hulle goed kan showcase nie. So, hoe gaan hierdie mense hulle produkte kan showcase? • Ons is entrepreneurs in die dorp wat ons concern is. • Die LED department is useless. Net sekere mense kry befondsing. • Ons is op die databasis van Stellenbosch Munisipaliteit, maar ons kry nie werk nie. As ons die Munisipale Bestuurder gaan sien, dan sê sy jy sal werk kry as jou prys reg is. • Hoe kry sekere mense tenders en ander nie? Die procurement process word nie korrek geallokeer nie.
	6,3	Economic hub	12	<ul style="list-style-type: none"> • We need a hub for office space in the community. • Various organisations are active in the community and it will help small businesses and give them shop or office space.
	4,3	Shops	20	<ul style="list-style-type: none"> • Ons makeer shopping centres, want baie kere wil ons dorp toe gaan, maar het nie eers taxi fare om in te ry nie. • Vlootenburg kontantwinkel is 'n probleem. By die winkel is alles duurder en hulle hou ons SASSA kaarte vir al die oumense, dan moet hulle daar kom koop. Hulle gee nie slippies van die aankope nie, hulle rob jou. • As hier winkels is gaan hier dan werk wees. As hier 'n winkel kan wees, moet die gemeenskap ook 'n aandeel het daarin het.

1,4		Ambulance services		
	10,0	Ambulance services	6	<ul style="list-style-type: none"> • My ma het 'n noodgeval gehad toe bel ons die ambulans, maar hulle arriveer toe in Kayamandi - hulle het verdwaal! • Stellenbosch hospital gaan agteruit. Die hospital se ontvangs moet upgrade word. • Die hospitaal se snoepie is toegemaak en nou stap pasiënte dorp toe om iets te koop om te eet. Mense loop met hulle eie pee-sakkies in die dorp rond! • Die susters en dokters moet mense beter help. Jy moet sit en wag tot jou lêer getrek word al is jou kind baie siek. • Daar moet meer effektiewe dienslewering by hospitale wees sowel as vriendelike diens. Verpleegsters moet mense met respek behandel. Mense is mos nie diere nie. • Die hospitaal is van die slegste en van die vuilste wat ek ken.
	7,9	Ambulance services	19	<ul style="list-style-type: none"> • Ambulans moet gouer uitkom en nie 4 ure vat nie. Dit vat te lank om by die plaas uit te kom en die mense sterf al. • Ambulansdienste verwag van ons om dokter te speel. • Die ambulansdienste is net so swak, daar is nie eens ambulans om siek mense te vervoer nie. Hulle moet uit Bellville kom. Ons moet mosies aanteken oor die baie swak ambulansdiens.

	7,8	Ambulance services	1	<ul style="list-style-type: none"> When someone gets injured here, Stellenbosch is very far. An ambulance must be stationed in the ward. It must rather take us to Paarl and not to Stellenbosch. Why is our clinic not open 24 hours? There is such a demand for health and emergency services here.
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1,3		Land for agriculture		
	9,8	Land for agriculture	1	<ul style="list-style-type: none"> We want to be trained on how to plant food gardens. The vegetables, we want to sell and use it to make food for ourselves. The municipality must give us a piece of land, fence the land, and assist with the irrigation system for us to sell the food to Pick 'n Pay.
	8,3	Land for agriculture	15	<ul style="list-style-type: none"> We want land for agriculture for people to do their own projects such as selling vegetables. We can also start a Vukazezele project.
	6,2	Land for agriculture	3	<ul style="list-style-type: none"> Indien grond vir ons beskikbaar gestel word, sal die werkskeppingsprobleem aangespreek word. Ons kan besigheid maak. Hier is baie grond waarop niks gedoen word nie. Op Meerlust boer ons mense reeds. Die munisipaliteit wou ons voorheen daar verwyder in plaas van ons te akkommodeer. Ons het nou die voorgeskrewe sertifikaat. Ons boer met varke hier en 'n sak varkkos kos R400.00. Nou het die Law Enforcement ons hokke kom afbreek en ons het 10 varke verloor. Hoe moet 'n mens 'n bestaan maak? Wemmershoek se werkloses soek besighede – daar is entrepreneurs wat dit kan doen.

1,3		Fire station		
	10,0	Fire station	12	<ul style="list-style-type: none"> We need a small fire station in Kayamandi. Here is lots of fire's happening in Kayamandi.
	8,1	Fire station	1	<ul style="list-style-type: none"> The current fire brigade is too far. They need to be here in Franschhoek and not in Bosbou La Motte. They come too late when there is an emergency here in Groendal and Mooiwater.
	7,4	Fire Station	2	<ul style="list-style-type: none"> Wanneer daar 'n vuur uitbreek is die fire station te ver van Langrug en wanneer hulle opdaag is die hutte reeds afgebrand. Daar moet mense opgelei word vir wanneer daar 'n vuur uitbreek. Daar moet by elke section in Langrug fire extinguishers aangebring word en 'n brandkraanpyp moet beskikbaar wees. Mobile fire extinguishers are a real need in the community and the municipality must train guys in the settlement how to handle it. They should divide Langrug into sections, and put a station in each section. They can train 5 youngsters in each section. The necessary planning for this must be done as soon as possible – it will save lives.

1,2		Building admin-		
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		istration		
	8,4	Building control	7	<ul style="list-style-type: none"> Die toepassing van bouregulasies en die toepassing van bylaws is nie vir my 'n pro-aktiewe proses vanaf die munisipaliteit nie. Wanneer ons vra vir hulp rondom bouheer is dit baie stadig. Studentehuse, oorskryding en oor-okkupasie vind in Wyk 7 plaas, asook in Karindal en Simonswyk. Oor-okkupasie van studente in huise is 'n groot probleem en die munisipaliteit doen niks. Hulle weet van die begin af van die oorskrydings. Studentehuse moet strenger gereguleer word t.o.v. belasting, sonering en toestemming vir studentehuse. Die munisipaliteit tree nie hard genoeg op oor bewoning nie. Jy meld iets aan by die munisipaliteit en niks gebeur. Ek het 'n maand gelede 'n brief gestuur, maar nog steeds geen reaksie gekry nie. Iemand moet net aandag gee hieraan.
	7,7	R.D.P. Housing	18	<ul style="list-style-type: none"> Why did we get the right to get RDP houses? We need to see the new housing criteria. Wie het die huise in die nuwe area ondersoek? Die mure is nie reg nie. Municipality needs to inspect houses before people move in. Houses collapse in New Houses. Many are accommodated in Klapmuts from other places, who are not our own people. Is there nothing the municipality can do to make the old houses bigger cause the new houses is much bigger than the old ones?
	6,1	Building tax	4	<ul style="list-style-type: none"> Die heffing is te groot as jy wil aanbou, aangesien die meeste oumense is wat wil aanbou. Dis te veel. Die groot heffing van geld wanneer planne ingedien word is ook onmoontlik om te betaal. Goedkeuring van planne vat 'n jaar en as jy net navraag doen, dan vat dit nóg 'n jaar. Munisipalewerkers moet vervang word met mense van kennis, sodat afhaal van planne gouer kan geskied.

0,8		Recycling		
	9,0	Recycling	1	<ul style="list-style-type: none"> Here is no recycling project in place for our community. When we do the recycling, we have to call someone in Stellenbosch to pick up our bags. When we sell our recycling bags, the guy deducts money for the bags from the money he needs to pay us. Therefore, we need our own recycling project.
	7,0	Recycling	11	<ul style="list-style-type: none"> Many collectors come and empty our bins and leave the rest lying on the street. The municipality does not collect the rubbish when it is not inside the bin. A system should be implemented whereby people can collect the bottles and papers. People should also be educated on how to separate their rubbish and rubble (e.g. bottles alone, plastic alone, etc). Bottles or paper should be placed outside bins, so people won't dig in the bins. A fine or penalty system should be implemented in

				order to manage these guys that dig in the rubbish bins.
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0,5		Church sites		
	9,1	Church sites	15	<ul style="list-style-type: none"> • Youngsters are involved in shebeens because there is no church. Churches need their own spaces. The municipality must unlock the church sites. • We need land for churches. We want to build churches, because we are currently conducting preaching's in houses.

0,3		Solar geysers		
	3,2	Solar panels	12	<ul style="list-style-type: none"> • The solar system is too expensive. • It gives us huge problems. When it is raining, it is not working, but we have to pay for it.
	2,7	Solar geysers	1	<ul style="list-style-type: none"> • Waarom het net die helfte van die inwoners geysers gekry? • Hoekom is die geyser-projek dan gestop?

We cannot say we did not know!

APPENDIX 3:

KEY CONTACT INFORMATION

KEY CONTACT INFORMATION RELATED TO SERVICE DELIVERY

General:	021 808 8111 (08:00 - 16:30 week days)
Municipal 24 Hours Emergency line for all departments:	021 808 8890 (week days and over weekends)
Water Services:	021 808 8230 or 021 808 8231 (08:00 - 16:15 week days)
Electricity:	021 808 8300 (08:00 - 16:15 week days)
Sewerage:	021 808 8250 (08:00 - 16:15 week days)
Fire & rescue:	021 808 8888 or 021 808 8890 (24 hours)
Law Enforcement:	021 808 8890 (24 hours) This is not an emergency number for the South African Police Service
Environment, Sport & Facilities:	021 808 8160 or 021 808 8161 (08:00 - 16:15 week days)
Traffic Department:	
Control Room:	021 808 8813 or 021 808 8800 (8:00 - 16:15 Monday - Friday)
Vehicle Registration:	021 808 8807 or 021 808 8808 (8:00 - 15:30 Monday - Friday)
Parking Metres,	021 808 8841 (8:00 - 15:30 Monday - Friday)
Learner's Licence Appointments:	021 808 8822 (Monday, Tuesday, Thursday [8:00 - 15:00] and Fridays [8:00 - 13:00]) <i>Bring: Identity Document photos x2, R68-00, Identity document</i>
Licences:	021 808 8822 (Monday, Tuesday, Thursday [8:00 - 15:00], Fridays [8:00 - 14:00]) <i>Bring: Identity Document x2, R135-00, Identity Document, Learner's License</i>
Licence Renewals:	021 808 8822 or 021 808 8807 021 808 8808 (Monday - Thursday [8:00 - 15:00] and Fridays 8:00 - 13:00])
Traffic fine enquiries & payments:	021 808 8816 or 021 808 8817 (Monday – Friday 08:00 – 15:30) Cash can only be accepted at the Traffic department Bring the traffic fine and the amount that is outstanding A cheque, together with the fine or fine reference number, can also be posted to: Stellenbosch Municipality 1 Joubert Street, Stellenbosch, 7600

KEY CONTACT INFORMATION PER DIRECTORATE

DIRECTORATE: STRATEGIC AND CORPORATE SERVICES	
INTEGRATED DEVELOPMENT PLANNING AND PERFORMANCE MANAGEMENT (IDP AND PMS) Tel: 021 808 8171 E-mail: idp@stellenbosch.gov.za	HUMAN RESOURCES (HR) Tel: 021 808 8751 E-mail: hr@stellenbosch.gov.za
INFORMATION COMMUNICATION AND TECHNOLOGY (ICT) Tel: 021 808 8537 E-mail: ict@stellenbosch.gov.za	COMMUNICATION Tel: 021 808 8172 E-mail: communication@stellenbosch.gov.za
LEGAL SERVICES Tel: 021 808 8018 E-mail: legal@stellenbosch.gov.za	DOCUMENT MANAGEMENT Tel: 021 808 8772 E-mail: documents@stellenbosch.gov.za
DIRECTORATE: COMMUNITY AND PROTECTION SERVICES	
TRAFFIC SERVICES Tel: 021 808 8811 E-mail: traffic@stellenbosch.gov.za	FIRE SERVICES Tel: 021 808 8888 E-mail: fire@stellenbosch.gov.za
COMMUNITY SERVICES Tel: 021 808 8161 E-mail: community.services@stellenbosch.gov.za	LAW ENFORCEMENT Tel: 021 808 8890 E-mail: law.enforcement@stellenbosch.gov.za
DIRECTORATE: FINANCIAL SERVICES	
FINANCE Tel: 021 808 8550/ 1 E-mail: finance.department@stellenbosch.gov.za	
DIRECTORATE: ENGINEERING SERVICES	
CUSTOMER SERVICE DESK Tel: 021 808 8215 E-mail: engineering.services@stellenbosch.gov.za	

DIRECTORATE: INTEGRATED HUMAN SETTLEMENTS	
OFFICE OF THE DIRECTOR Mr. Tabiso Mfeya Tel: 021 808 8491 E-mail: tabiso.mfeya@ Stellenbosch.gov.za	Personal Assistant Me. Annelene Rooifontein Tel: 021 808 8493 E-mail: annelene.rooifontein@ Stellenbosch.gov.za
New Housing Manager: Mr Lester van Stavel Tel: 021 808 8462 E-mail: lester.vanstavel@ Stellenbosch.gov.za	Support Assistant Ms. Michelle Moses Tel: 021 808 8402 E-mail: michelle.moses@ Stellenbosch.gov.za
PROPERTY MANAGEMENT Manager: Mr Piet Smit Tel: 021 808 8750 E-mail: piet.smit@ Stellenbosch.gov.za	Support Assistant Ms. Lorelle Adams Tel: 021 808 8189 E-mail: lorelle.adams@ Stellenbosch.gov.za
HEAD: MAINTENANCE Manager: Bruce Engelbrecht Tel: 021 808 8143 E-mail: bruce.engelbrecht@ Stellenbosch.gov.za	SUPPORT ASSISTANT Ms. Fazlin Rosenberg Tel: 021 808 8142 E-mail: fazlin.rosenberg@ Stellenbosch.gov.za
HOUSING ADMINISTRATION Manager: Charlotte Lamohr Tel: 021 808 8757 E-mail: charlotte.lamohr@ Stellenbosch.gov.za	SUPPORT ASSISTANT Ms. Jacky Adonis Tel: 021 808 8359 E-mail: jacky.adonis@ Stellenbosch.gov.za
INFORMAL SETTLEMENTS Manager: Johru Robyn Tel: 021 808 8460 E-mail: johru.robryn@ Stellenbosch.gov.za	Support Assistant Tel: 021 808 8765
DIRECTORATE: PLANNING AND ECONOMIC DEVELOPMENT	
CUSTOMER INTERFACE AND ADMINISTRATION Tel: 021 808 8696 Fax: 021 886 6899 E-mail: customer.admin@ Stellenbosch.gov.za	LOCAL ECONOMIC DEVELOPMENT Tel: 021 808 8179/ 8176/ 8178 Fax: 021 886 7323 E-mail: led@ Stellenbosch.gov.za
COMMUNITY DEVELOPMENT Tel: 021 808 8409 Fax: 021 886 7323 E-mail: community.development@ Stellenbosch.gov.za	SPATIAL PLANNING, HERITAGE AN ENVIRONMENT Tel: 021 808 8652 Fax: 021 886 6899 E-mail: landuse.management@ Stellenbosch.gov.za
BUILDING DEVELOPMENT MANAGEMENT Tel: 021 808 8663/ 8685/ 8689 E-mail: building.development@ Stellenbosch.gov.za	FOR ALL OTHER ENQUIRIES, PLEASE CONTACT THE PERSONAL ASSISTANT OF THE DIRECTOR ON: 021 808 8676 OR FAX: 021 886 6899

APPENDIX 4:

**PROPOSED SPATIAL DEVELOPMENT
FRAMEWORK (SDF) AMENDMENTS**

MAP : STELLENBOSCH

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	COMMENTS FROM DEPARTMENTS
1. Farm 393/11 Farm 1307/2 Farm 1307/3	Extend the urban edge to include existing Longlands and Ash farms	Existing erven and approvals, excluded from Act 70 of 1970	Residential development	Proposed D Lombaard	Engineering: Infrastructure only available for further 106 units – For future development reservoir and new outfall sewer to be built Finance: Not supported - Do not agree as this will erode the tourism and agriculture character and the long term financial sustainability Integrated Human Settlements & Property: Supported and indicated as Priority Area
2. Rem Farm 387	Amend UE to exclude portion – south of MR310 (between road and Vredenheim development)	Vredenheim is registered heritage resource and should be protected. Arbitrary line	Mixed density and use TOD development	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
3. Portion of Farm 502	Reduce edge to exclude portion of Louw se Bos	Indicated as having Botanical sensitivity	Conservation	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
4. Erf 4, De Zalze	Extend UE at De Zalze to include portion of Erf 4, De Zalze on edge of existing vineyards along informal road	Existing development (erven) as part of De Zalze	Similar residential to De Zalze along edge of agricultural use	Proposed D Lombaard	Engineering: Supported Finance: Supported if it does not interfere with the proposed sewer or western bypass Integrated Human Settlements & Property: Supported

5. Lease area Farm 527 EFJ	Extend and amend UE along 140m contour	Reservoir is on 170m and urban development up to 30m below	Mixed use and intensity of development	Proposed D Lombaard	Engineering: Limited to 140m contour Finance: Supported and to extend urban edge further to include of all the municipal property to support 1500 unit mixed housing Integrated Human Settlements & Property: Supported and indicated as Priority Area
6.	Council decision depicted urban edge to be at entrance to Techno Park to amend Council Decision	Anomaly	Mixed use	Proposed B de la Bat	Engineering: Supported – Also to include Waldorf development Finance: Supported Integrated Human Settlements & Property: Supported
7. Include Portion of Farm 308 & Portions 1, 3, 7 & 8 of Farm 307 and Farm 899 and 900	Urban edge extended to include Coetzenburg Sports Facilities	University & Sports Facility.	University	Proposed B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
8. Farm 490/7 & Farm 119/9	Amend Urban edge to include Bergplaas	Proposed Residential	Residential (Mixed)	Proposed B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
9. Farm 167/6 & Farm 167/4	Amend Urban edge to include school	Anomaly Existing use	Existing school	Proposed B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
10.	Amend Urban edge to include portion of landfill site. Lease area 279A	Landfill site	Landfill site	Proposed B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported

11.	Amend Urban edge to include on cadastral boundary to exclude Portion of 279 lease area BN (Ptn of Farm 284 & Farm 281, Farm 283 included) along Eerste River	Re-alignment to natural features	Mixed use	Proposed B de la Bat	Engineering: Sewer infrastructure to service “Droe Dyke” area needed Finance: Supported Integrated Human Settlements & Property: Supported
12.	Be re-aligned to R44. Rem Farm 371 included and Farm 374/2	Agricultural land	Agriculture	Consensus B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
13.	Include Jonkershoek area (use SDF alignment) to include Portions of Farm 1507, 1508 & 1509, Ptn 2 of Farm 253 and others	Existing development and infrastructure	Low intensity res dev related to adventure tourism and LED opportunities	Consensus D Lombaard	Engineering: For further development infrastructure will be needed Finance: Supported Integrated Human Settlements & Property: Supported and indicated as Priority Area
14. Farms 182/1, 72/2, 81/33, 183/23, 182, 183, 183/36 & 183/5	Include Northern Extension planning area	Council approved priority development area for Integrated Human Settlement	Mixed use neighbourhood	Consensus D Lombaard	Engineering: Western Bypass to from Urban Edge; Reservoir will be needed as well as bulk sewer to supply water Finance: Supported Integrated Human Settlements & Property: Supported and indicated as Priority Area
15. Portion Farm 181	Include Enkanini informal settlement	Existing settlement serviced by Municipality	Informal settlement upgrading program	Consensus D Lombaard	Engineering: Topography hampers provision of services for formal layout Finance: Supported Integrated Human Settlements & Property: Supported and indicated as Priority Area

16. Farm 369 & Ptn of Farm 369, Farm 1049, Lease Area P	Include Paradyskloof Special Development Area (SDA)	Council approved development	Institutional, conferencing and tourism related uses, including hotels	Consensus D Lombaard	Engineering: Indicated Urban Edge not accepted. Should be more detailed to be in line with previous decisions Finance: Supported and to expand to include all municipal owned property (200ha plus) to promote financial sustainability and to achieve development objectives Integrated Human Settlements & Property: Supported
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MAP : DWARSRIVIER

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1. Erf 192, 193 & Erf 64, Kylemore	Include school sites and Erf 64, Kylemore	Existing urban use and approved development	Urban development	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
2. From Farm 1647/2 south direction up to Farms 124/52 & 124/426 to include both	Include space between UE (Johannesdal, Pniel, Lanquedoc and Kylemore)	Infill development possibilities, river corridor and existing serviced erven	Appropriate Urban development	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
3. Portion of portion 10 of Farm 1674	Include portion of Boschendal property in UE	Negotiated development in exchange for Founders' Estate	Urban development	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
4. To include all houses on Farm 1006/1	Include Meerlust Forestry Village in UE with approved development land	Existing approved development	Integrated Human Settlement	Proposed D Lombaard	Engineering: Urban Edge to follow cadastral lines. Infrastructure needed to fully service. Finance: Supported Integrated Human Settlements & Property: Supported

MAP : KLAPMUTS

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1.	Include land between railway line and N1 (Ptn 7 of Farm 716 and Farm 746, Paarl) in UE	Municipal land and farm suitable for urban agriculture	Industrial and urban agriculture. Part of Halaal Business Park	Proposed D Lombaard	Engineering: Supported – Final handover of “Uitspan” from Drakenstein important Finance: Supported Integrated Human Settlements & Property: Supported
2.	Include area in UE (Ptn of Ptn 26 of Farm 32)	Existing approved development (Klapmuts Hills)	Mixed use residential area	Proposed D Lombaard	Engineering: Align Urban Edge with cadastral boundaries Finance: Supported Integrated Human Settlements & Property: Supported
3.	Include area in UE Farm 748/40, Klapmuts. Farm 748/41 (M Vernon)	Existing approved development and environmental authorisation	Limited urban development, resort, agri-industries and commercial Urban development	Proposed D Lombaard	Engineering: Full inclusion of Anura is questioned? More detailed urban edge needed Finance: Supported Integrated Human Settlements & Property: Supported
4.	Subdivision area approved. Back of Farm 768 (Butterfly World)	Existing approval	Res	Proposed B de la Bat	Engineering: Supported– Infrastructure needed for full services Finance: Supported Integrated Human Settlements & Property: Supported
5.	School and Res Portion 2 of Farm 742	Existing application	School and Res	Proposed D Lombaard	Engineering: Infrastructure upgrade will be needed to effectively serve this area Finance: Supported Integrated Human Settlements & Property: Supported
6.	Visual and use corridor – R44	Gateway to Stellenbosch	Low intensity appropriate uses and NMT Public transport	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported

MAP : LA MOTTE

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1. Exclude Farm 1158/1	Redraw urban edge to edge of urban development and physical (river) boundary	UE delineation cuts through erven and includes land with no development sprawling away from node	Conservation area	Proposed D Lombaard	Engineering: Further detail needed as area that is cut off can be used for development Finance: Supported Integrated Human Settlements & Property: Supported
2. Exclude Farm 1041/3	Exclude land between Franschhoek Berg River and R45 from urban edge	UE delineation north of river covers a wetland area not appropriate for development	Wetland conservation	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
3. Farm 1041/28 & Farm 1041/27 included	Include Maasdorp as urban area	Existing erven fully serviced	Existing low density urban	Proposed D Lombaard B de la Bat	Engineering: Supported – services needed Finance: Supported Integrated Human Settlements & Property: Supported

MAP : FRANSCHHOEK

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1. Farm 3227	Include existing school in UE	School is urban use and existing	School / educational	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
2. Farms 1085/1, 1551/1, 1551, 1506 & others (Leeu Collection)	Indicate a special area as resort/hotel (similar to Spier)	Existing farms with major tourist facilities and accommodation establishments	Special development area for tourist attractions and related uses	Proposed D Lombaard	Engineering: Supported – Infrastructure services needed – Need more detail of intent Finance: Supported Integrated Human Settlements & Property: Supported
3.	Include common in urban area (to river, both sides of Robertsvlei Road)	Existing urban use and part of transport planning	Development to create market place and transport interchange	Proposed D Lombaard	Engineering: Area to big currently – need fewer detail on urban edge line Finance: Supported Integrated Human Settlements & Property: Supported
4. Along east Farms 1554, 18, 3267, 20, 1320 & 1457, 2855, 2856, 2857 & 59 to be included	Middagkrans area east of Huguenot Monument	Existing urban uses / low density development not agriculture	Appropriate urban development (low density and institutional)	Proposed D Lombaard	Engineering: No infrastructure – will need Masterplan and update Finance: Supported Integrated Human Settlements & Property: Supported
5. Farm 2835	To include entire Farm 2835	Cadastral boundary	Conservation / Agricultural	Proposed D Lombaard	Engineering: Not on current Master Planning – Need detail of intended development – Propose to stay Green Area Finance: Supported Integrated Human Settlements & Property: Supported

MAP : WEMMERSHOEK

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1. Exclude Farm 1024/1	Reduce edge to R301 to exclude area east	EIA indicated sensitivity, not suitable for urban development	Conservation and/or regional cemetery	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
2. Exclude Portion of Farm 1026	Reduce to railway line	Area south of railway line in wetland	Conservation	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported

MAP : STELLENBOSCH

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	
1. Farm 393/11 Farm 1307/2 Farm 1307/3	Extend the urban edge to include existing Longlands and Ash farms	Existing erven and approvals, excluded from Act 70 of 1970	Residential development	Proposed D Lombaard	Engineering: Infrastructure only available for further 106 units – For future development reservoir and new outfall sewer to be built Finance: Not supported - Do not agree as this will erode the tourism and agriculture character and the long term financial sustainability Integrated Human Settlements & Property: Supported and indicated as Priority Area
2. Rem Farm 387	Amend UE to exclude portion – south of MR310 (between road and Vredenheim development)	Vredenheim is registered heritage resource and should be protected. Arbitrary line	Mixed density and use TOD development	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
3. Portion of Farm 502	Reduce edge to exclude portion of Louw se Bos	Indicated as having Botanical sensitivity	Conservation	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
4. Erf 4, De Zalze	Extend UE at De Zalze to include portion of Erf 4, De Zalze on edge of existing vineyards along informal road	Existing development (erven) as part of De Zalze	Similar residential to De Zalze along edge of agricultural use	Proposed D Lombaard	Engineering: Supported Finance: Supported if it does not interfere with the proposed sewer or western bypass Integrated Human Settlements & Property: Supported
5. Lease area Farm 527 EFJ	Extend and amend UE along 140m contour	Reservoir is on 170m and urban development up to 30m below	Mixed use and intensity of development	Proposed D Lombaard	Engineering: Limited to 140m contour Finance: Supported and to extend urban edge further to include of all the municipal property to support 1500 unit mixed housing Integrated Human Settlements & Property: Supported and indicated as Priority Area

6.	Council decision depicted urban edge to be at entrance to Techno Park to amend Council Decision	Anomaly	Mixed use	Proposed B de la Bat	Engineering: Supported – Also to include Waldorf development Finance: Supported Integrated Human Settlements & Property: Supported
7. Include Portion of Farm 308 & Portions 1, 3, 7 & 8 of Farm 307 and Farm 899 and 900	Urban edge extended to include Coetzenburg Sports Facilities	University & Sports Facility.	University	Proposed B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
8. Farm 490/7 & Farm 119/9	Amend Urban edge to include Bergplaas	Proposed Residential	Residential (Mixed)	Proposed B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
9. Farm 167/6 & Farm 167/4	Amend Urban edge to include school	Anomaly Existing use	Existing school	Proposed B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
10.	Amend Urban edge to include portion of landfill site. Lease area 279A	Landfill site	Landfill site	Proposed B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
11.	Amend Urban edge to include on cadastral boundary to exclude Portion of 279 lease area BN (Ptn of Farm 284 & Farm 281, Farm 283 included) along Eerste River	Re-alignment to natural features	Mixed use	Proposed B de la Bat	Engineering: Sewer infrastructure to service “Droe Dyke” area needed Finance: Supported Integrated Human Settlements & Property: Supported

12.	Be re-aligned to R44. Rem Farm 371 included and Farm 374/2	Agricultural land	Agriculture	Consensus B de la Bat	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
13.	Include Jonkershoek area (use SDF alignment) to include Portions of Farm 1507, 1508 & 1509, Ptn 2 of Farm 253 and others	Existing development and infrastructure	Low intensity res dev related to adventure tourism and LED opportunities	Consensus D Lombaard	Engineering: For further development infrastructure will be needed Finance: Supported Integrated Human Settlements & Property: Supported and indicated as Priority Area
14. Farms 182/1, 72/2, 81/33, 183/23, 182, 183, 183/36 & 183/5	Include Northern Extension planning area	Council approved priority development area for Integrated Human Settlement	Mixed use neighbourhood	Consensus D Lombaard	Engineering: Western Bypass to from Urban Edge; Reservoir will be needed as well as bulk sewer to supply water Finance: Supported Integrated Human Settlements & Property: Supported and indicated as Priority Area
15. Portion Farm 181	Include Enkanini informal settlement	Existing settlement serviced by Municipality	Informal settlement upgrading program	Consensus D Lombaard	Engineering: Topography hampers provision of services for formal layout Finance: Supported Integrated Human Settlements & Property: Supported and indicated as Priority Area
16. Farm 369 & Ptn of Farm 369, Farm 1049, Lease Area P	Include Paradyskloof Special Development Area (SDA)	Council approved development	Institutional, conferencing and tourism related uses, including hotels	Consensus D Lombaard	Engineering: Indicated Urban Edge not accepted. Should be more detailed to be in line with previous decisions Finance: Supported and to expand to include all municipal owned property (200ha plus) to promote financial sustainability and to achieve development objectives Integrated Human Settlements & Property: Supported

MAP : MULDERSVLEI

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1.	Create gateway remove urban edge	Gateway area rural character	Gateway uses to be determine	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported

MAP : RAITHBY

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1. Include outer boundaries of Farm 1 - 54	Amend Urban edge to include water erven	Include whole property into Urban edge	Agricultural	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported and indicated as a low priority area
2. Erf 298	Amend Urban edge to include whole of property Erf 298	Existing Urban edge cut through middle of Erf 298	Mixed residential	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported and indicated as a low priority area

MAP : LYNEDOCH

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1. Portion of Farm 468/27	Amend Urban edge to exclude area east of road	Agricultural land	Agricultural	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
2. Farm 468/28 excluded	Amend Urban edge to reduce Urban edge to new position	Accessibility	Existing cadastral footprint linked to SG diagram	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
3.	Usual and use Corridor	Gateway	Low intensity appropriate uses	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported

MAP : KOELENHOF

REF	CHANGE PROPOSED	REASON	FUTURE / PROPOSED USE	CONSENSUS	DEPARTMENT'S COMMENTS
1. Around Farm 1512	Extend Urban edge to include Devonvale Golf course and approved developments	Approved development of erven	Golf Estate with res	Proposed D Lombaard	Engineering: Sewer Bulk infrastructure needed to service this area Finance: Supported Integrated Human Settlements & Property: Supported
2. Portion of Farm 66/31	Extend Urban edge next to railway line and include labourers village	Include labourers village	Appropriate Urban development considering soil conditions	Proposed D Lombaard	Engineering: Question the entire area included – support village inclusion but not entire farm Finance: Supported Integrated Human Settlements & Property: Supported
3. Farm 74/35	Extend Urban edge to include Honey Factory onto R304	Incorporate into gateway corridor no 5	Tourist related facilities	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported
4. Farms 65/50 and 65/27 Farm 1330	Extend Urban edge to include rem brickfields	Not agri land. Part of development application	Urban development	Proposed D Lombaard	Engineering: Bulk infrastructure needed to service this area effectively Finance: Supported Integrated Human Settlements & Property: Supported
5. R304	Visual and use corridor	Gateway to Stellenbosch	Low intensity appropriate uses and NMT Public transport	Proposed D Lombaard	Engineering: Supported Finance: Supported Integrated Human Settlements & Property: Supported

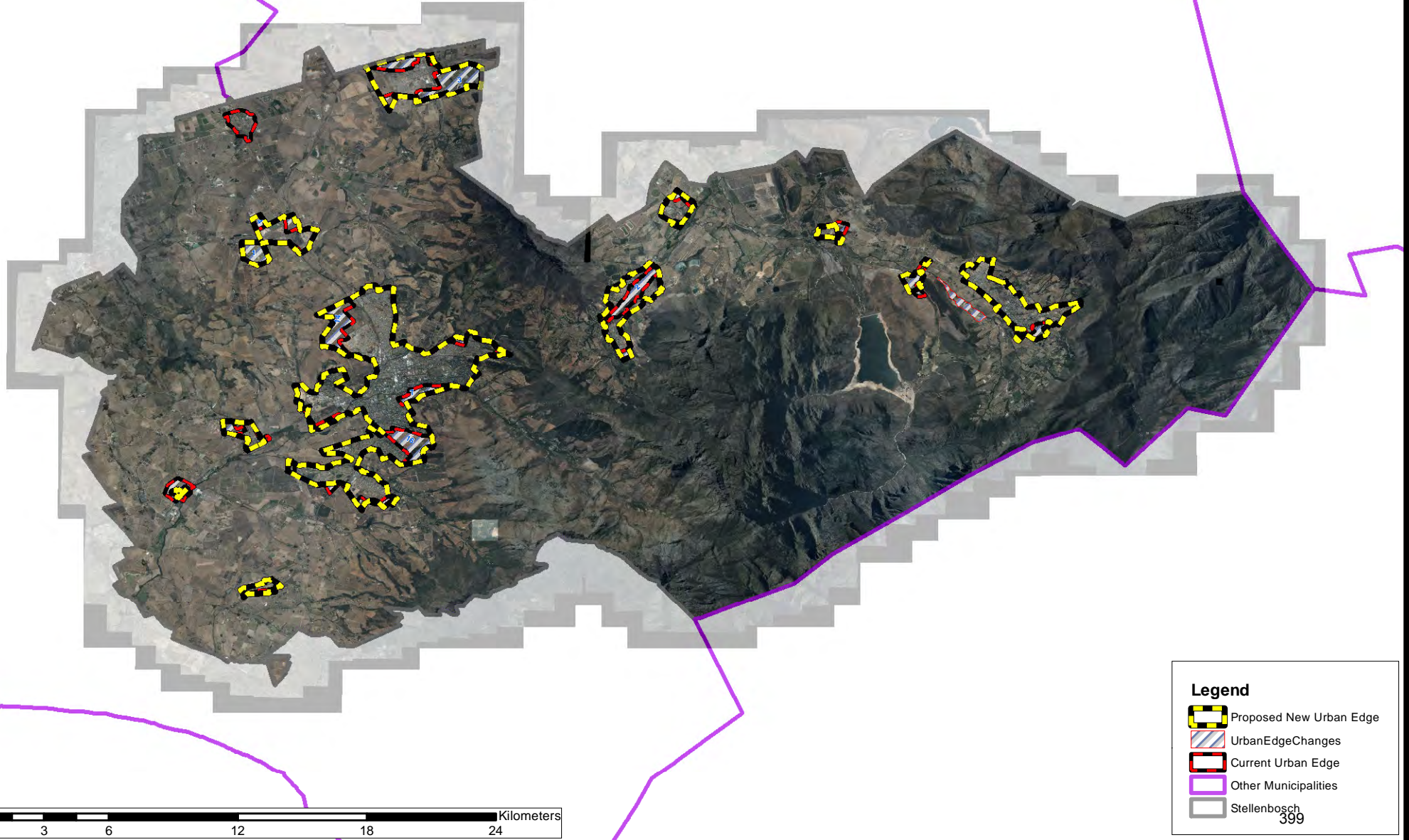
MAP : FAURE

ENGINEERING DEPARTMENT: Support cut off and demarcation boundary change

Integrated Human Settlements & Property: Support development for agri-village in or outside of municipal area



WC024: PROPOSED URBAN EDGE



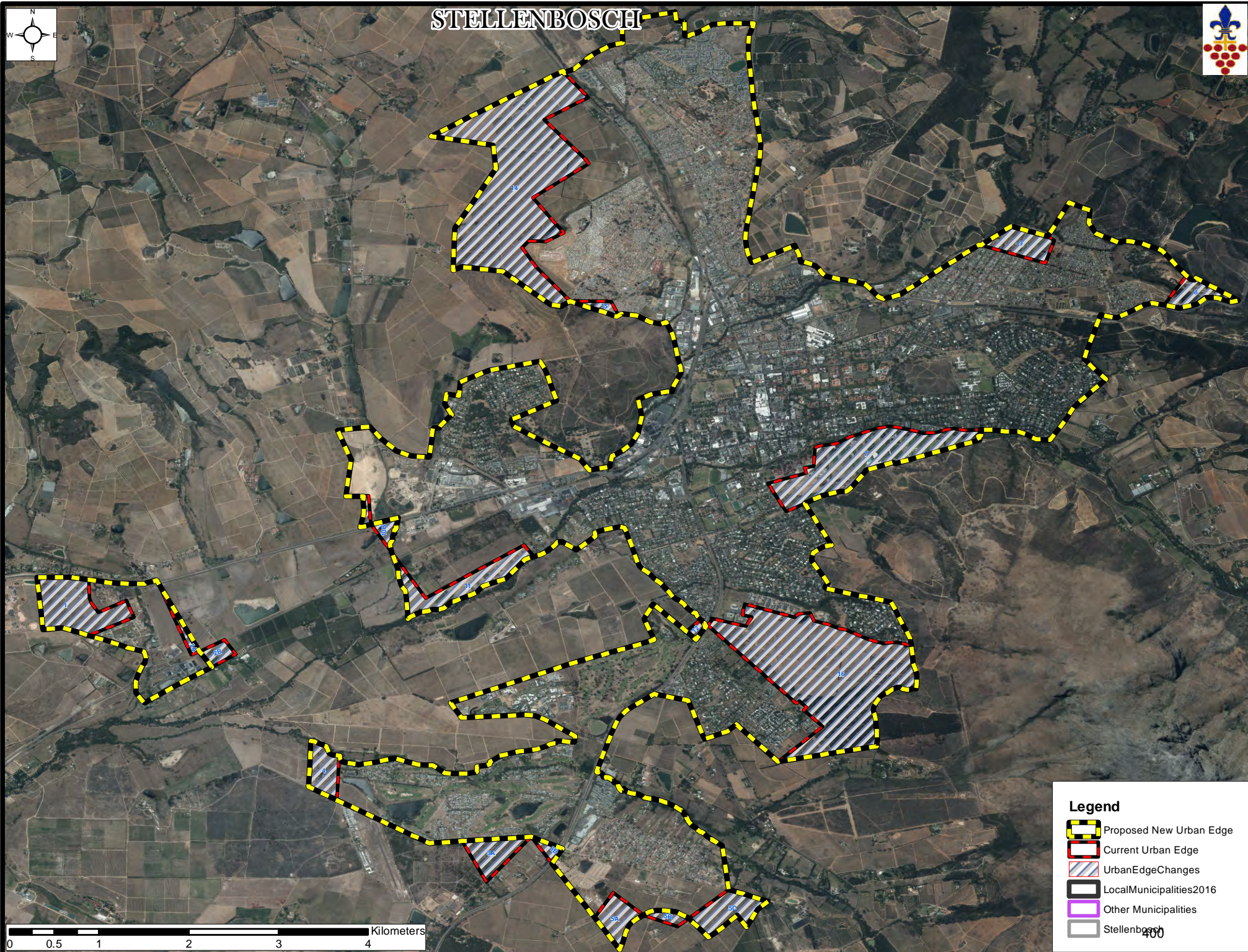
Legend

- Proposed New Urban Edge
- UrbanEdgeChanges
- Current Urban Edge
- Other Municipalities
- Stellenbosch

0 3 6 12 18 24 Kilometers



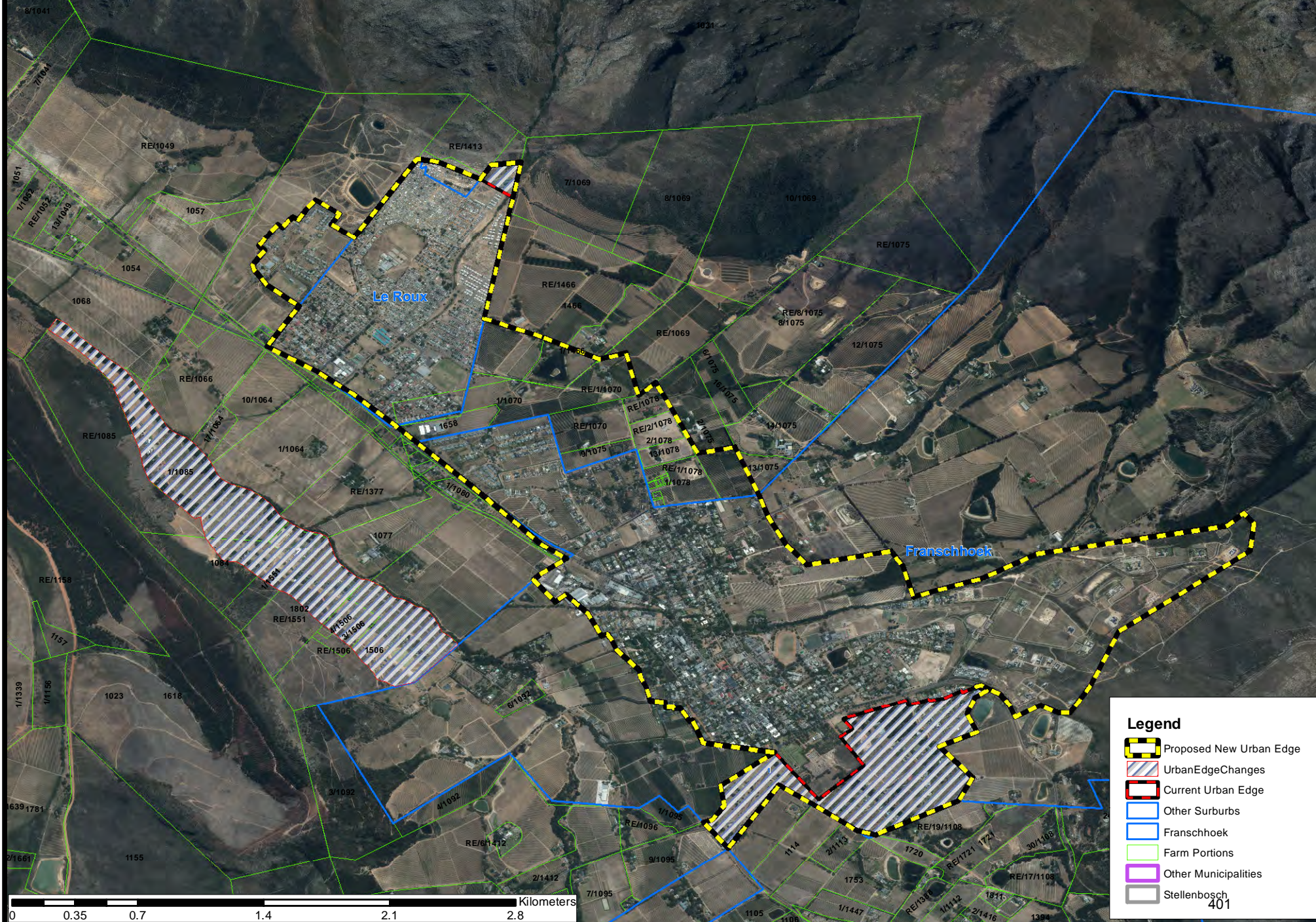
STELLENBOSCH



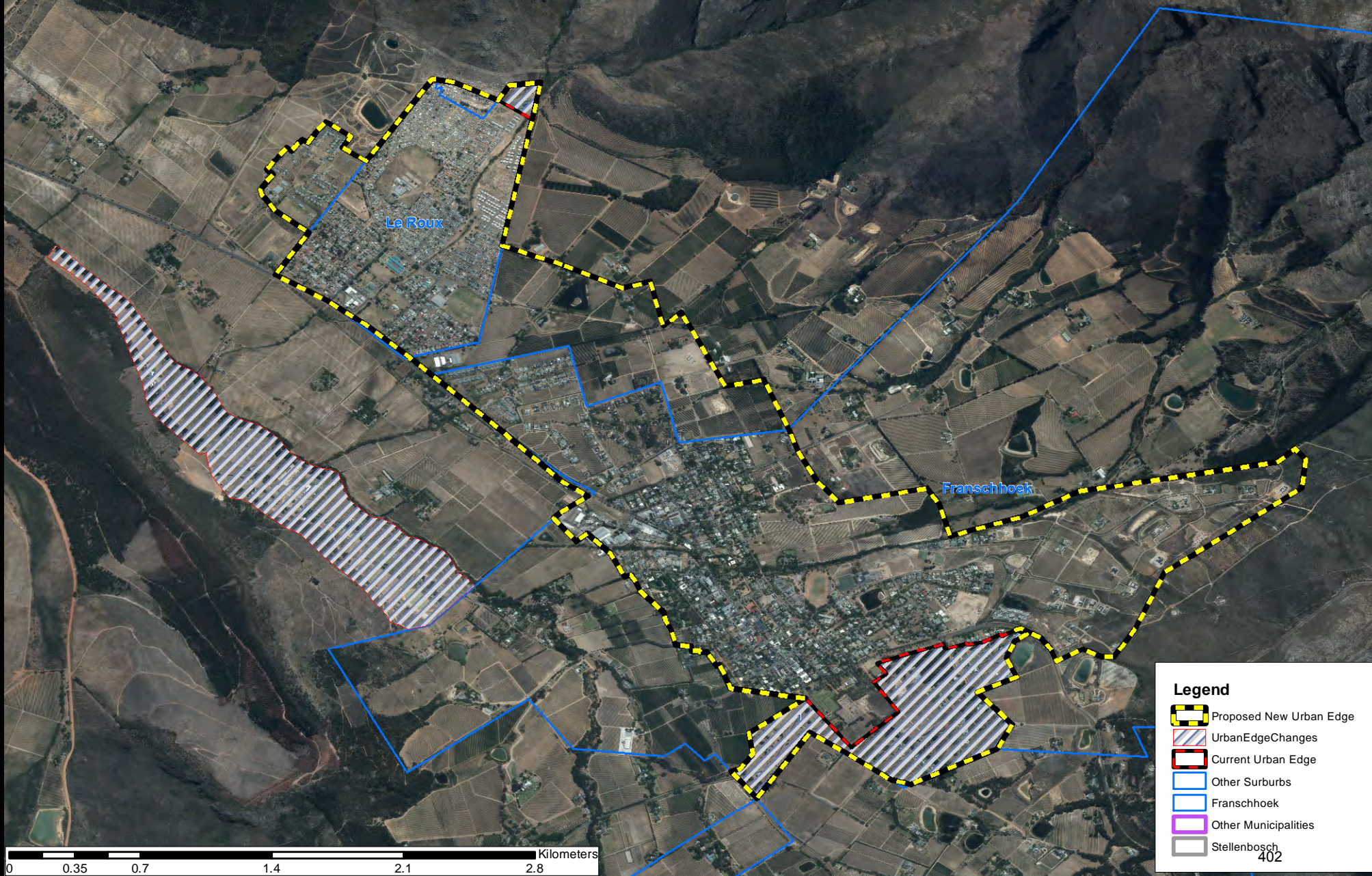
Legend

- Proposed New Urban Edge
- Current Urban Edge
- UrbanEdgeChanges
- LocalMunicipalities2016
- Other Municipalities
- Stellenbosch

FRANSCHHOEK: PROPOSED URBAN EDGE



FRANSCHHOEK: PROPOSED URBAN EDGE

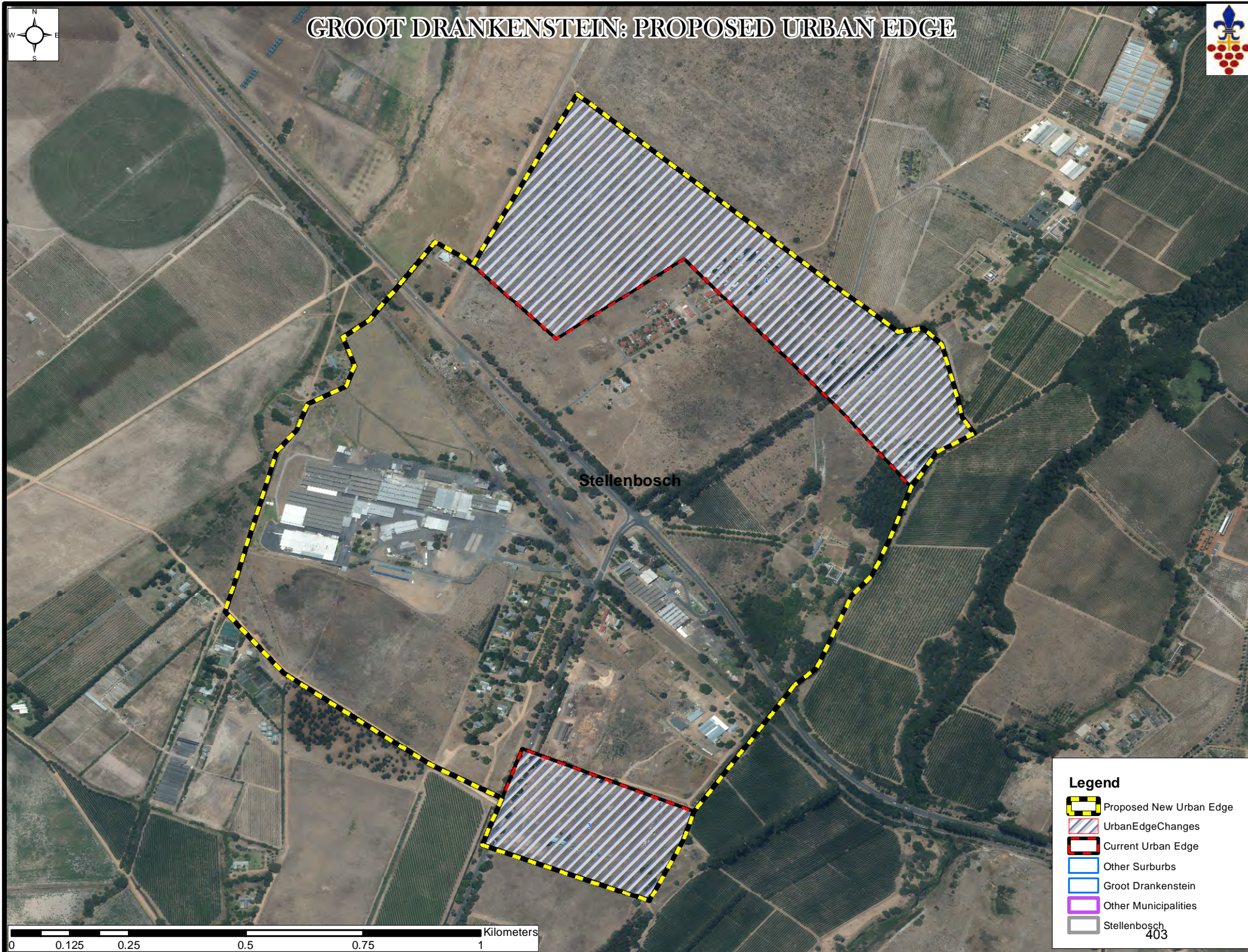


Legend

- Proposed New Urban Edge
- UrbanEdgeChanges
- Current Urban Edge
- Other Suburbs
- Franschhoek
- Other Municipalities
- Stellenbosch



GROOT DRANKENSTEIN: PROPOSED URBAN EDGE



Legend

- Proposed New Urban Edge
- UrbanEdgeChanges
- Current Urban Edge
- Other Surburbs
- Groot Drankenstein
- Other Municipalities
- Stellenbosch



KLAPMUTS: PROPOSED URBAN EDGE



Drakenstein

Klapmuts

Stellenbosch

Legend

- Proposed New Urban Edge
- UrbanEdgeChanges
- Current Urban Edge
- Other Surburbs
- Klapmuts
- Other Municipalities
- Stellenbosch

0 0.275 0.55 1.1 1.65 2.2 Kilometers



KOELENHOF: PROPOSED URBAN EDGE



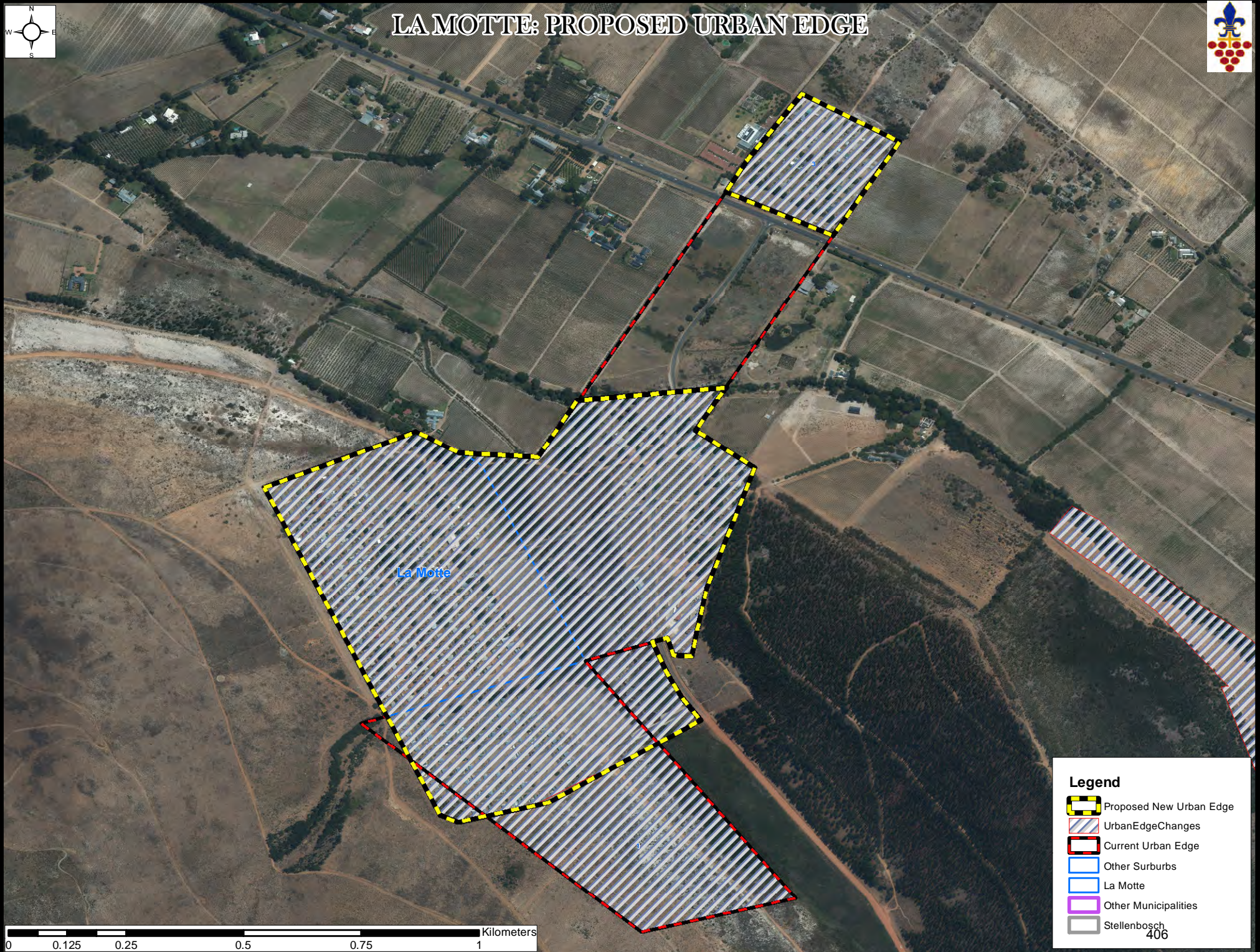
Legend

- Proposed New Urban Edge
- UrbanEdgeChanges
- Current Urban Edge
- Other Suburbs
- Koelpark
- Other Municipalities
- Stellenbosch

0 0.175 0.35 0.7 1.05 1.4 Kilometers



LA MOTTE: PROPOSED URBAN EDGE





LYNDOCH: PROPOSED URBAN EDGE

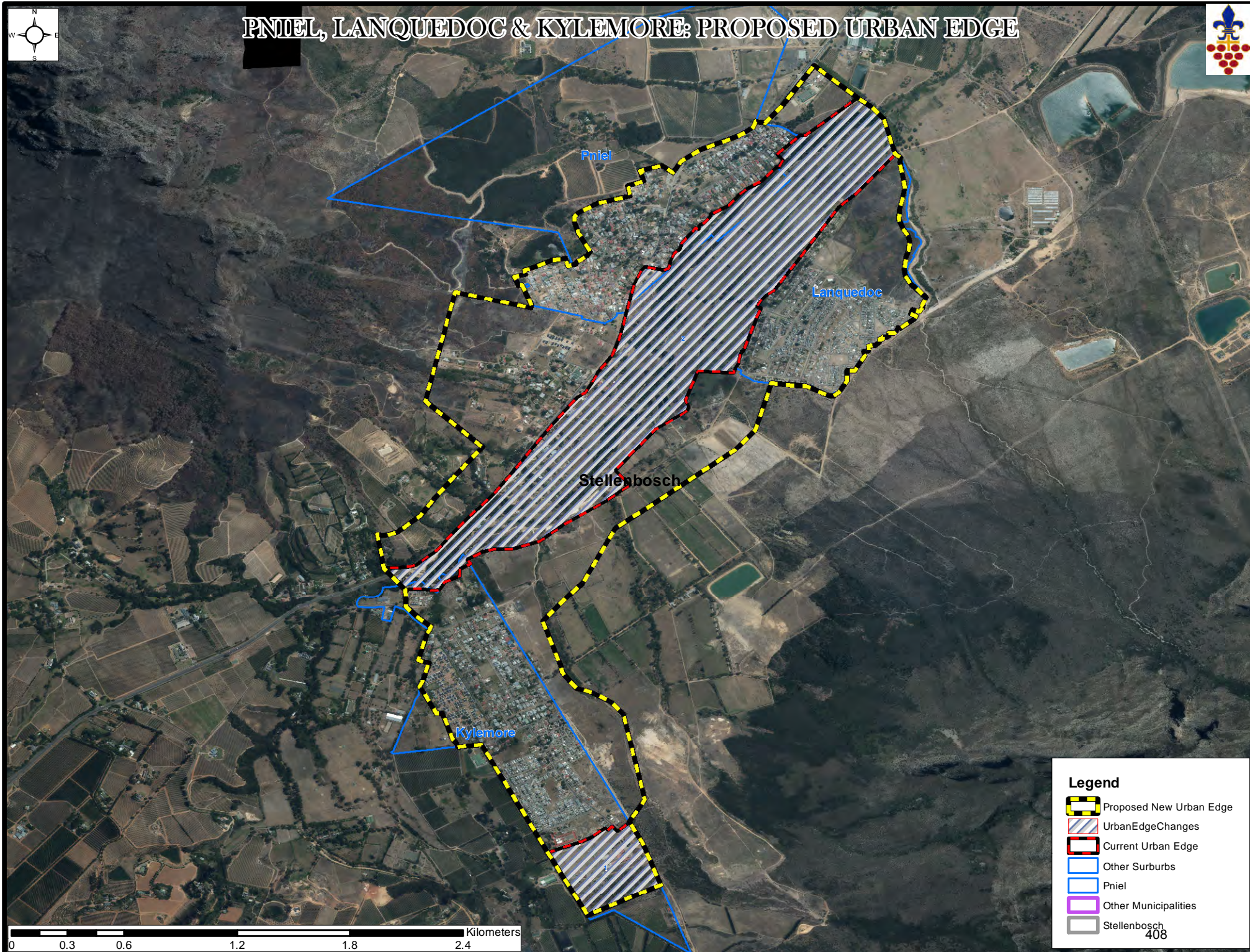


Legend

- Proposed New Urban Edge
- UrbanEdgeChanges
- Current Urban Edge
- Other Suburbs
- Lyndoch
- Stellenbosch_13Dec2016
- Other Municipalities
- Stellenbosch

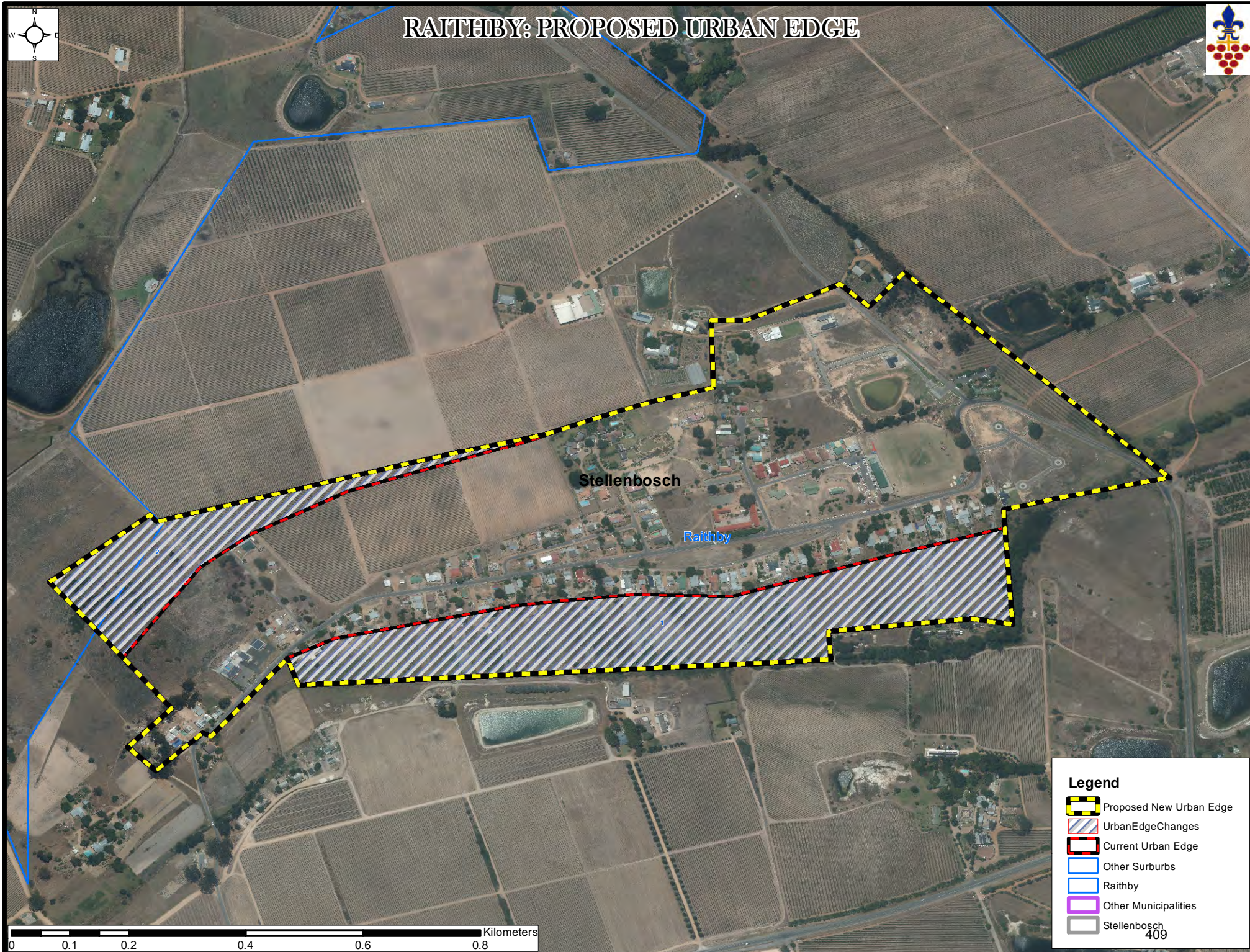


PNIEL, LANQUEDOC & KYLEMORE: PROPOSED URBAN EDGE





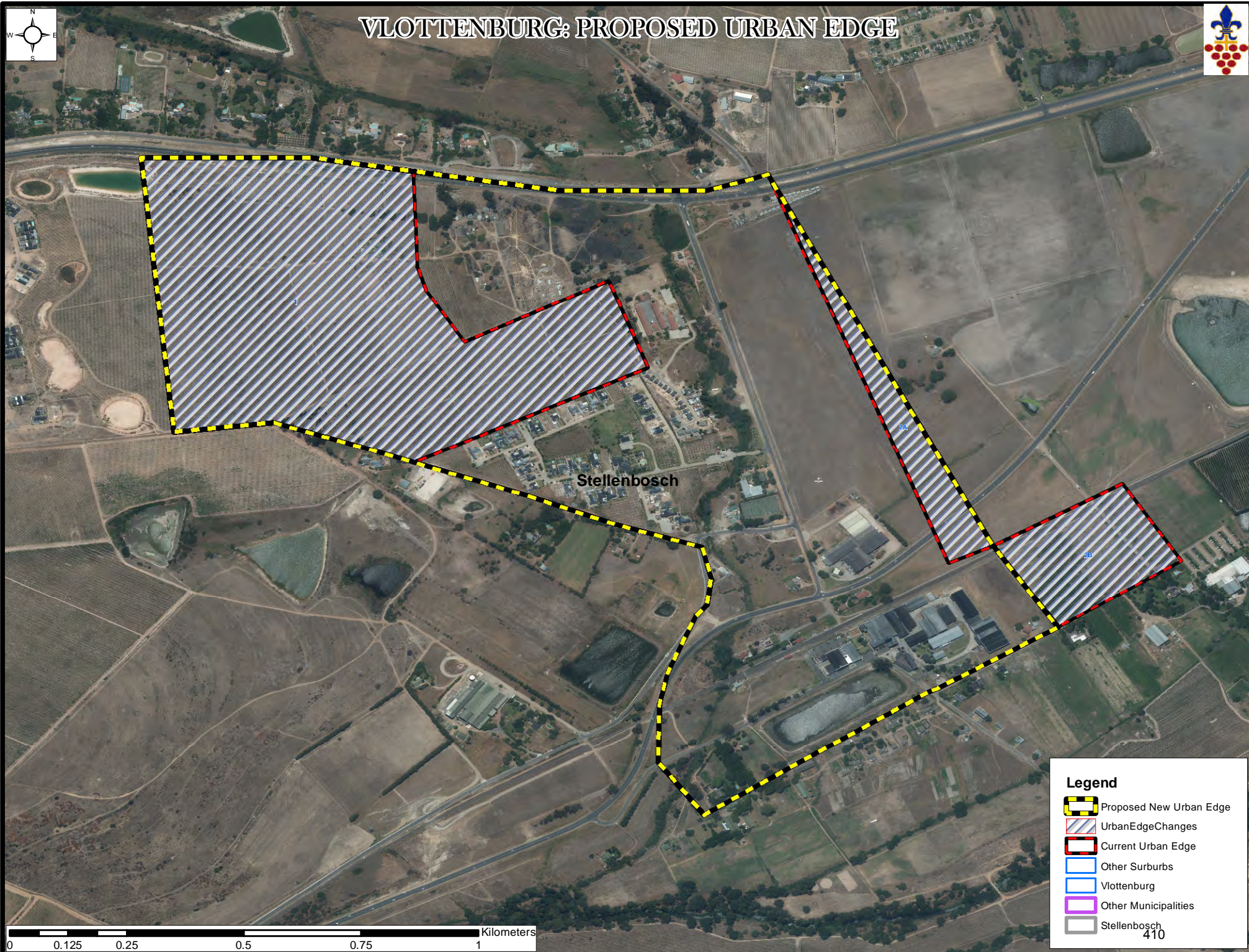
RAITHBY: PROPOSED URBAN EDGE



Legend

- Proposed New Urban Edge
- UrbanEdgeChanges
- Current Urban Edge
- Other Suburbs
- Raithby
- Other Municipalities
- Stellenbosch

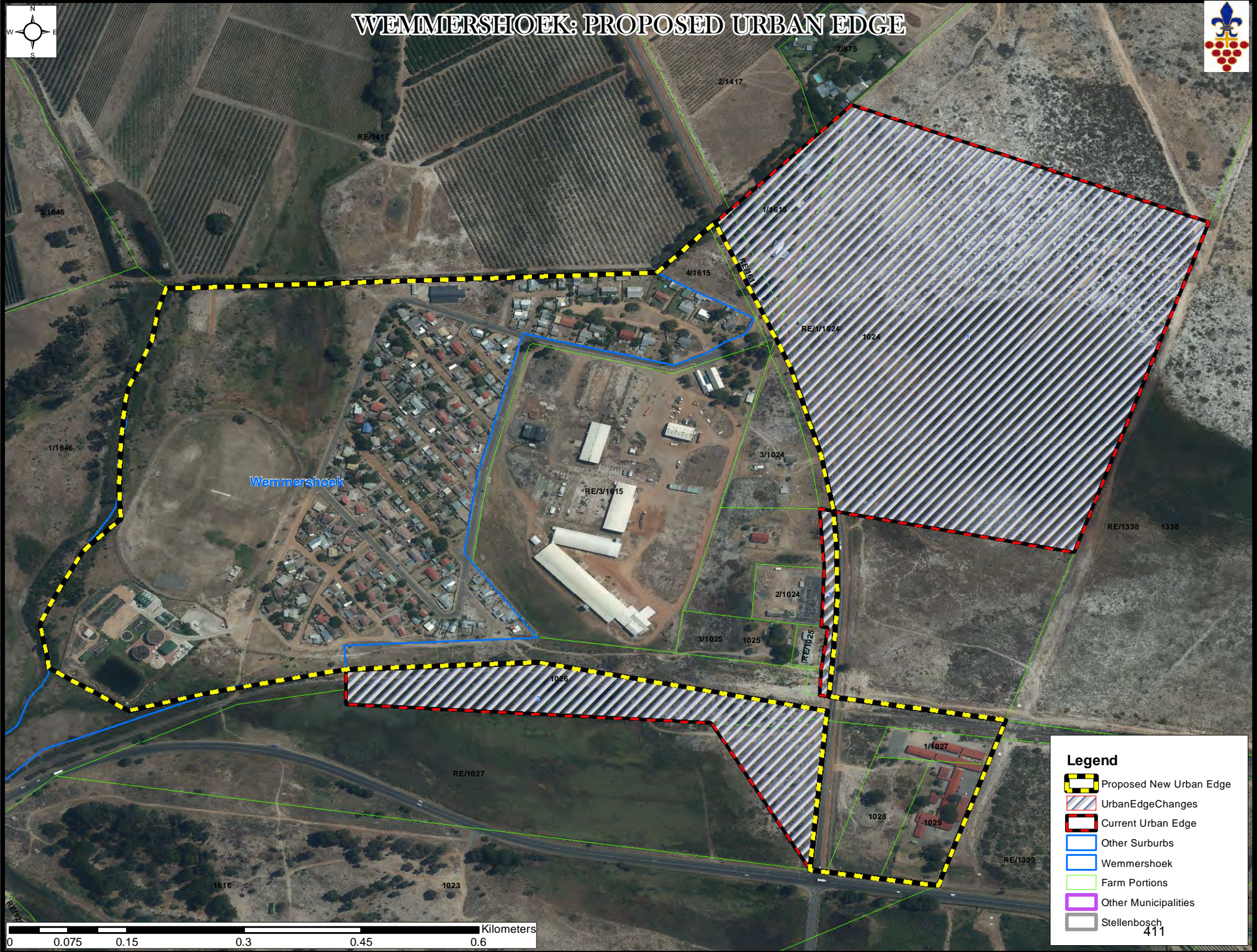
VLOTTENBURG: PROPOSED URBAN EDGE



Legend

- Proposed New Urban Edge
- UrbanEdgeChanges
- Current Urban Edge
- Other Surburbs
- VloTTenburg
- Other Municipalities
- Stellenbosch

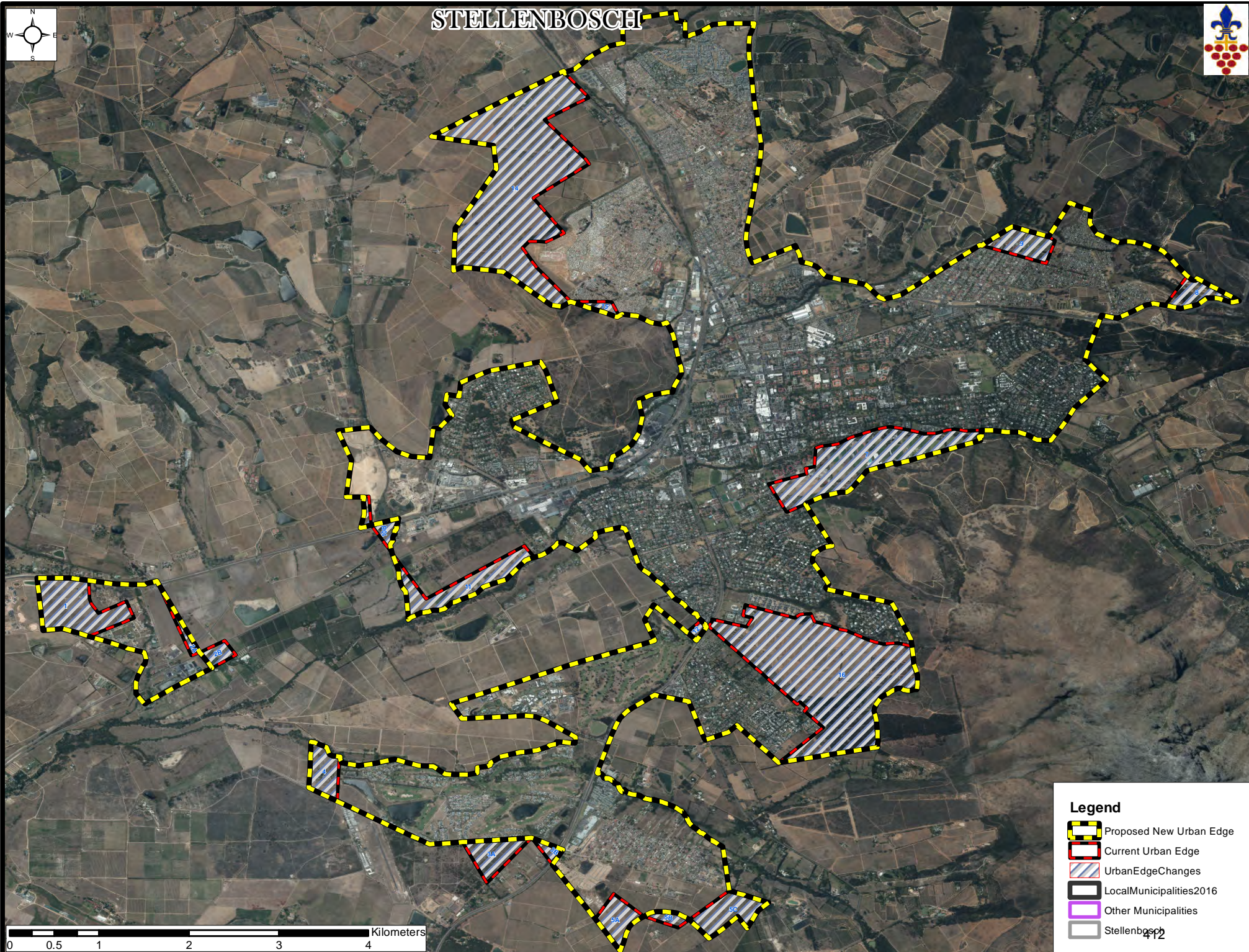
WEMMERSHOEK: PROPOSED URBAN EDGE



- Legend**
- Proposed New Urban Edge
 - UrbanEdgeChanges
 - Current Urban Edge
 - Other Suburbs
 - Wemmershoek
 - Farm Portions
 - Other Municipalities
 - Stellenbosch



STELLENBOSCH



Legend

- Proposed New Urban Edge
- Current Urban Edge
- UrbanEdgeChanges
- LocalMunicipalities2016
- Other Municipalities
- Stellenbosch